

Austria	5c22	Indonesia	Rp5100	Portugal	Esc120
Bahrain	Dhs0.650	Iraq	NIS3.50	S. Arabia	RS7.00
Belgium	BT7.48	Jordan	LTL7.00	Singapore	S\$14.00
Canada	1.40	Korea	SDr9.00	Spain	PEs14.00
Croatia	CZK.92	Cyprus	PEs14.00	Turkey	TL12.00
Czechoslovakia	Dkr10.00	Denmark	DKr1.25	USSR	RS12.00
Egypt	EGP2.25	Finland	FIK1.00	Venezuela	VEF5.50
Finland	FFI10.50	France	FF14.25	Yemen	YER1.00
Germany	DM2.30	Greece	Dr1.00	Zimbabwe	BRB1.00
Hong Kong	HKS12	Iceland	DKr1.20		
Ireland	IE10.00	India	Rs13.00		
Italy	Itl10.00	Japan	Yen10.00		
Malta	Mt10.00	Lebanon	SL12.00		
Monaco	Mt10.00	Lithuania	Lt12.00		
Switzerland	Fr10.00	Madagascar	Ar1.00		
United Kingdom	£10.00	Morocco	Dir1.00		
United States	\$10.00	Turkey	TL1.00		
Yugoslavia	YU10.00				

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Wednesday April 6 1988

No. 30,506



D-3523 A

Little prospect of compromise in the Punjab, Page 3

## World News

### Soviets and US may be near Afghan compromise

The US and the Soviet Union appeared close to a compromise on the Soviet withdrawal from Afghanistan after a day of hectic superpower diplomacy in Moscow, Washington, Kabul and Geneva.

But there was growing concern that the sort of agreement possibly in the offing might lead to more, rather than less, bloodshed in the Afghan war. Page 22

Meanwhile, the Soviet-backed Afghan Government held parliamentary elections, renewed appeals to rebels to participate and invited UN human rights officials to monitor the poll.

## Contra demand

Contra rebel leaders demanded freedom for their negotiators to move around Nicaragua during peace talks, rejecting a Sandinista proposal limiting them to an airport hotel in Managua. Page 4

## Wisconsin test

Wisconsin voters went to the polls in a primary election test which seemed likely to be a two-man race between Democratic Party candidates Governor Michael Dukakis of Massachusetts and the Rev Jesse Jackson. See battle, Page 4

## Chemical arms plea

West German Social Democrats made a joint call with the Communist parties of East Germany and Czechoslovakia for talks on a chemical weapons-free zone in Central Europe. Page 2

## Soviet strikes 'ending'

Soviet workers in Nagorno-Karabakh, the disputed region of Azerbaijan, were slowly returning to their jobs, the Soviet newspaper *Izvestia* reported. Tass news agency said the stoppages had made four factories bankrupt. Page 2

## Polish crisis looms

Hardline criticism in Poland of Gen Wojciech Jaruzelski's economic reforms was surfacing within the Communist Party and warnings that the country faced another political crisis. Page 2

## Gulf barrage

Iraq fired five missiles at Iranian cities, two of them at Tehran, while Iran pounded the Iraqi port of Umm Qasr with missiles and shelled Basra. An Iranian missile hit Baghdad after Bulgarian Prime Minister Georgi Antonov began an official visit to the Iraqi capital. Moscow reluctant on arms embargo, Page 3

## French hostage mission

France had sent two secret envoys to Lebanon to discuss French hostages according to a Syrian businessman who has acted as an intermediary in the past. Page 2

## Philippines bases

The US and Philippines started a five-year review of an agreement covering two of the most important US military bases overseas while anti-base demonstrators marched through Manila. Page 3

## Palestinian aid pledge

Arab health ministers ended a three-day conference in Amman with a pledge to spend \$250,000 on health services in Israeli-occupied territories and condemned what it said was Israel's oppression against Palestinians. Page 2

## Austrian to visit Mir

An Austrian is to join Soviet cosmonauts in a flight to the orbiting space station Mir in 1992.

## Bulgaria in AIDS move

Bulgaria expects to test all its population aged between 14 and 70 by 1990. It already has mandatory testing for all people applying to marry and for all pregnant women. Page 25

## Business Summary

### Campeau's win makes Wall Street \$250m richer

INVESTMENT BANKERS and merger lawyers are poised to enjoy one of Wall Street's greatest bonanzas as they share out up to \$250m for their work in the 10-week battle waged by Campeau for control of Federated Department Stores. Page 23

CARLO De Benedetti, Italian businessman, is expected to review his position as group managing director of Olivetti, Italian data processing equipment maker which he also chairs, but countered rumours that he has imminent plans to give up his operational responsibilities. Page 23

WALL STREET: The Dow Jones industrial average closed up 16.91 at 1997.51. Page 44

TOKYO: An absence of institutional interest and market-moving factors undermined large-capital, high-technology and other leading equities. The Nikkei average finished slightly weaker, losing 19.91 to close at 26,315.35. Page 44

LONDON: Continued concern over currency movements and low turnover kept share prices down, with the FTSE 100 index falling 4.9 to 1,757.6. Page 40

DOLLAR: Closed in New York at DM1.6670; Y125.25; SF1.3775; DM1.6630. It closed in London at DM1.6690 (DM1.6650); Y125.10; DM1.6690 (SF1.3760 (SF1.3685); and FF1.6600 (FF1.6125). Page 33

STERLING: Closed in New York at \$1.6780. It closed in London at \$1.6800 (\$1.6880); DM3.1250; Y235.25 (Y234.25); SF1.6675 (SF1.6750); FFI10.5675 (FFI10.5675). Page 33

CALMAT, California building materials group, put its cement and property divisions up for sale to thwart a \$1.2bn takeover offer from Brierley Investments, main corporate vehicle of Sir Ron Brierley, New Zealand entrepreneur. Page 23

PLANEET and the General Electric Company (GEC) disagreement has forced the collapse of a \$25m (£47m) UK Government plan to back development work on an advanced form of semiconductor technology. Page 22

INTERNATIONAL BANKS are jockeying for a role in the forthcoming \$200m Bank of China loan, first of a series of borrowings for the Daya Bay nuclear power plant. Page 26

OVERSEAS DEBTS with a face value of \$117m will be converted at an average discount of 54 cent under Argentina's second debt/equity swap round, bankers say. Page 26

ROYAL BANK of Canada is to combine its London investment banking activities with those of Dominion Securities, Canadian securities firm, which will mean the end of the activities of Orion Royal Bank. Page 23

He said that monetary policy should respond pre-emptively to any sign of price inflation, and that past price actions by the Fed were "too little and too late."

Coming at a time when the bond market is reeling on the fear that the Fed has already tightened its monetary policy, his remarks will attract keen attention, but he refused to comment on current policy.

However, he went out of his way to chide the bond market on reacting badly to recent figures showing strong employment growth. "There is no bad news in the

### Hijackers demand release of Arab militants in Kuwait

THE HIJACKERS of a Kuwaiti airliner diverted yesterday to north-east Iran have demanded the release of 17 Arab militants imprisoned in Kuwait for acts of terrorism, Tehran said last night, wrote Richard Johns in London.

Three members of the Kuwaiti royal family on board were said by Tehran Radio last night to be in "imminent danger" unless the demands were met.

The hijackers - identified only as Arab-speaking - are holding 97 passengers, including 20 British citizens, and 15 crew members on board the Kuwait Airways 747 hijacked to Mashad on a flight from Bangkok

to Muscat.

Tehran could find itself in a dilemma because the hijackers probably belong to an extremist Shi'ite group sponsored by its own Supreme Assembly for Islamic Revolution.

At the same time, the regime may relish putting pressure on Kuwait over a prolonged period before the crisis is resolved. Earlier the official Islamic Republic news agency (IRNA) had reported a demand by the hijackers that the aircraft be refuelled. They threatened to blow it up if this demand was not met, up to the Iranian agency.

IRNA also quoted a Jordanian

passenger, released because of illness, as saying five or six men armed with hand grenades and pistols, who had taken control of the aircraft about three hours after it left Bangkok, had tied the passengers' hands and seated them in the rear of the aircraft.

Later, Kuwaiti political sources said the Kuwaiti Government was holding an emergency meeting on the incident.

The 17 Arab militants, all but one of them Shi'ite extremists imprisoned in Kuwait in 1984, were convicted of car bomb attacks against the US and French embassies there in the previous year. Three are under

sentence of death.

Persistent and seemingly concerted attempts to obtain their release have spawned a number of terrorist outrages including the hijacking of a Kuwait Airways Airbus to Tehran at the end of 1984 and a TWA 727 to Beirut in the summer of 1985, two long-drawn out affairs involving the killing of three Americans.

The majority of hostage cases in Beirut since the beginning of 1984, with the abductions usually made in the name of Islamic Jihad ("Holy War"), have been related to the incarceration of

three Americans.

Kuwait has resisted all pressures to set the Shi'ite prisoners free.

### Two Tokyo companies accused of Cocom violations

By Carlo Rapport in Tokyo

JAPANESE police yesterday raided the Tokyo offices of two trading companies which allegedly sold sophisticated electronic equipment to China in violation of Cocom (Co-ordinating Committee for Multilateral Export Controls) regulations covering high technology exports to Communist countries.

The incident could prove highly embarrassing to the Japanese if the allegations are proved correct. Japan has bitterly criticised the US Trade Bill which imposes sanctions against the Toshiba group for a violation under Cocom rules committed by one of its subsidiaries.

That violation was uncovered last year following information passed to the Japanese by the US.

The week's raids, forged against two small Tokyo-based trading companies, was also brought to Japan's attention by the US.

Both companies allegedly sold sophisticated machinery made by Iwatsu Electric, a telecommunications company, to the Chinese in 1985 and 1986.

The equipment includes electronic measuring equipment, including a signal analyser, digital memory and a sampling electron microscope. It can be used to military purposes, including data-gathering on nuclear explosions or analysing submarine noise.

The Government believes that the equipment, worth less than \$600,000 altogether, was smuggled into China in a courier's hand luggage.

Mr Seiji Murata, director of export division of the Ministry of International Trade and Industry, said the company must have obtained Chinese technical know-how in the manufacture of the equipment.

Similar hearings have been scheduled in Oregon and Arizona. In Kansas on April 20, regulators are holding another hearing on the separate question of whether BAT can solicit support from Farmers' shareholders in advance of the annual meeting.

Beazer in Koppers appeal

BY RODERICK ORAM IN NEW YORK

BEAZER, the UK building company, yesterday filed an appeal against a Californian court injunction that has blocked its bitterly contested attempt to take over Koppers, the US aggregates and chemicals group.

The legal delays give Beazer a

little more time to try to negotiate the sale of some or all of its assets to a "white knight" as a

Continued on Page 22

similar hearing has been held in Oregon and Kansas on April 20, regulators are holding another hearing on the separate question of whether BAT can solicit support from Farmers' shareholders in advance of the annual meeting.

In the meantime, the Foreign Ministry has announced that the proposed sanctions against Toshiba over Toshiba Machine's Cocom violation could be in violation of the provisions of the General Agreement on Tariffs and Trade. If the US Administration does not veto the sanctions, the Ministry says it may consider taking the case to Gatt.

Japan seeks sanctions opposition, Page 2

### Markets still nervous as pound surges and dollar gains ground

BY SIMON HOLBERTON AND PHILIP STEPHENS IN LONDON

#### Dollar

against the D-Mark (DM per \$)

1.60  
1.62  
1.64  
1.66  
1.68  
1.70

#### Sterling

against the D-Mark (DM per £)

3.00  
3.10  
3.20  
3.30  
3.40  
3.50

ton. Although both the US trade deficit and the Japanese and West German trade surpluses have begun to narrow, there is less confidence that progress will remain rapid enough to maintain calm in the markets.

The presidential election has ruled out the possibility of further action by the US to cut the US budget deficit, while West Germany has made it clear that it is not prepared to take further action to stimulate its economy.

At the same time the US has indicated it is reluctant to take the advice of Mr Nigel Lawson, Britain's Chancellor, that it should be ready to raise interest rates significantly to defend the dollar.

The scale of the problem facing the Seven will be underlined in the IMF's latest World Economic Outlook, to be published at the end of next week. The Fund's forecasts suggest that, while the US current account deficit will fall significantly between 1987 and 1988, the medium term outlook is for the deficit to remain above \$100bn.

The uneven prospects for the US economy and the uncertainty surrounding the presidential elections are cited as the main reasons for the divergence.

Senior European monetary officials concede privately, however, that recent financial market moves are due to the US' commitment to a more flexible exchange rate policy, which was agreed at the conference in December.

He and Governor Robert Heller have been publicly urging that commodity prices should be included as one of the main inflation indicators to which monetary policy should respond, but this proposal was given a rough ride at the conference Mr Angell was addressing, which was sponsored by the New York Futures Exchange.

Analysts argued that commodity prices were too volatile and too vulnerable to supply shocks to be an appropriate policy guide, and that unit labour costs might be a more reliable forward indicator.

Employment figures, he said, "More people are at work, and there are producing more."

The gross over-valuation of the dollar was bound to transmit some price shock, but while a one-time adjustment should not be resisted, the Fed must be especially vigilant to prevent this becoming embedded in inflationary

## EUROPEAN NEWS

FIERCE STRUGGLE UNDER WAY IN SOVIET PARTY, SAYS NEWSPAPER

### Pravda castigates reform opponents

BY LESLIE COLITZ IN MOSCOW

**THE SOVIET** Communist Party newspaper Pravda yesterday said an "acute" struggle was under way between supporters and opponents of Mr Mikhail Gorbachev's reforms of Soviet economic and political life.

In an important unsigned editorial reflecting the views of the Soviet leadership, Pravda lashed into "anti-perestroika forces" which were trying to undermine the reforms. In a highly unusual move it criticised Sovetskaya Rossiya, the party newspaper of the Russian Federation, for publishing what it called a "manifesto" for opponents of perestroika.

A knowledgeable East European diplomat noted that the

Pravda attack coincided with a sharp debate taking place within the Soviet Communist Party over inner-party democratisation in advance of a special party conference to be held in June. The conference could lead to a replacement of central committee members who have only reluctantly followed Mr Gorbachev's sweeping reforms.

Pravda said some people's "nostalgia" for the past could be understood but that it was not proper for a "press organ" to propagandise such views. It directed its wrath at an article recently published by Sovetskaya Rossiya which asserted that the repressions of Josef Stalin had been exaggerated. Written in the form

of a letter from a Leningrad teacher, the article said the current criticism of Stalin's policies had resulted in nihilism and ideological confusion among young people in the Soviet Union.

Pravda retorted that the problems of Soviet youth were deeply rooted in the past. It accused those who tried to "whitewash" Stalin of wanting to preserve his methods. In a scathing ideological condemnation, Pravda condemned internal opposition to Mr Gorbachev's reforms with his Western "antagonists" and concluded that both were "close" together.

Pravda's attacks on Sovetskaya Rossiya were significant as the Soviet party newspaper itself has played a cautious role in expounding Mr Gorbachev's reforms compared with several other Soviet newspapers. Sovetskaya Rossiya, which originally was a forceful proponent of *glasnost* (openness), has increasingly taken a more conservative line in recent months.

The Pravda attack said increased democracy implied the right to express different opinions but it urged newspapers to show responsibility. The Soviet Communist Party newspaper bitterly referred to "voices of doubt" which maintained that greater democracy and *glasnost* had gone too far and which accused the leadership of undermining the "fundamental principles of socialism."

Pravda's attacks on Sovetskaya Rossiya were significant as the Soviet party newspaper itself



Gorbachev: perestroika under attack in party

### Wide agenda for Thatcher discussions in Ankara

BY ROBERT MAUTHNER IN LONDON AND JIM BODGENER IN ANKARA

**THE BRITISH** Prime Minister, Mrs Margaret Thatcher, is expected to have wide-ranging talks with Mr Turgut Ozal, her Turkish counterpart, covering Turkey's role in Nato, possible solutions to the Cyprus problem and British participation in major Turkish economic projects, during a two-day official visit to Turkey starting today.

A £6bn contract for the local manufacture of amphibious armoured vehicles has been lost to the FMC Corporation of the US, but there are great expectations of a repeat order, valued at

expect a contract for the third Bosphorus bridge.

Defence contracts from the Government's \$15bn drive to modernise the military's inventory will probably figure high on the agenda of talks during the visit.

A £6bn contract for the local

manufacture of amphibious

armoured vehicles has been lost

to the FMC Corporation of the

US, but there are great expecta-

tions of a repeat order, valued at

£500m-£600m to British Aerospace

for its Rapier missiles. Also at

stake is a complete low-altitude

air defence system.

Plessey, Marconi and Westland are also bidding for radar, communications and helicopter supply and local manufacturing contracts as well.

Heading the list of construction contracts is a \$250m

"finance, design and build" project to drive a 5km local traffic highway from Besiktas to Samanya through the heart of Euro-

nian Istanbul, which includes another bridge across the Golden Horn.

George Wimpey and Co Internationals are co-sponsors of a consortium which has already been selected for the contract by Istanbul municipality. All that remains is the Treasury's blessing and a go-ahead from Mr Ozal's office.

Balfour Beatty International is also close to signing a contract for a \$200m road between Aydin and Denizli in the south-east. This is the last major highway section remaining to be awarded of an ambitious toll motorway

construction programme which will determine the future course of events.

Mrs Thatcher can be expected to urge Mr Ozal to take advantage of the recent improvement in Greek-Turkish relations to intensify his efforts to find a solution to the Cyprus problem. However, officials said that she had no intention of offering the British Government's services as a mediator and that London continued to believe that a solution to the Cyprus problem should be found in the framework of the proposals made by Mr Javier Perez de Cuellar, the United Nations Secretary-General.

British contractors are hoping that at least one major award will be made or follow on from the visit. Their hopes are centred on defence and highway construction awards, but diplomats say it may be premature to

lobby hard for the award of a "build-operate-transfer" (BOT)

contract for the second Bosphorus bridge.

Mrs Thatcher is expected to

lobby hard for the award of a

"build-operate-transfer" (BOT)

contract for the third Bosphorus bridge.

However, the Turkish Govern-

ment has cut back severely on its development programme in 1988 to curb inflationary growth, and it may feel the third bridge can wait for the present. The bridge forms part of a local traffic route

including the Besiktas to Samanya highway. An award for the a

bridge might be out of phase, since it will take only three or four years to build, compared with five for the highway.

An announcement of the suc-

cessful consortium was expected soon after bids were returned for the

third bridge on February 8. But the municipality has postponed

an announcement several times, saying the bids were still under evaluation. The mayor of Istanbul, Mr Bedrettin Dalan, has said

on several occasions that ST-FA

looked to be ahead in the competi-

tion. But he is an astute politi-

cian not likely to pass up the

political capital accruing from a

non-binding statement of intent

during the first visit of a UK Prime Minister to Turkey.

Istanbul contractors say more

progress could be made on a BOT

contract for a \$250m water treat-

ment centre at Omerli on the

Asian shore of the Bosphorus.

Istanbul Water and Sewerage

Administration has to choose

whether to invite tenders or

select one of three groups bidding

for the work.

In recent years, Turkey has

become a prime market for UK ex-

porters. Bilateral trade has

increased by 16 per cent since

Mr Ozal first took office as Prime

Minister in 1982 to total more

than \$1bn in 1987, heavily

weighted in Britain's favour.

UK exports totalled \$700m in

last year compared with \$540m

in the EC. The UK is Turkey's

third largest trading partner

behind West Germany and Italy.

Britain ranks fifth as an export

supplier. British tourists are di-

covering Turkey, with 270,000 visi-

tors in 1987.

**Switzerland cuts surplus estimate**

**SWITZERLAND'S** estimated cur-

rent account surplus for last year

narrowed to SF10.427bn (\$4.05bn)

(SF12.37bn) from the 1986 provi-

sional surplus of SF12.137bn, the

Swiss National Bank reported

yesterday, AP-DJ reports from

Zurich. The narrower surplus

stemmed in part from the weak

dollar and lower interest rates,

the central bank said.

In the fourth quarter of 1987,

the estimated current account

surplus widened to SF2.68bn

from an estimated surplus of

SF1.92bn in the third quarter,

but shrank from the provisional

surplus of SF3.23bn in the fourth

quarter of 1986.

**More Soviet Jews allowed to emigrate**

Jewish emigration from the

Soviet Union continued to ac-

celerate last month, when 944 peo-

ple were allowed to leave, accord-

ing to the Intergovernmental Com-

mittee for Migration, writes

William Dulfure in Geneva. This

was the highest monthly fig-

ure since July 1981.

**W German boost**

West Germany's overall bal-

ance of payments surplus edged

higher in January to DM4bn

(\$1.3bn) from DM3.98bn in

December, Bundesbank figures

showed, Reuter reports from

Frankfurt.

**Belgian jobless**

Belgium's unemployment rate

fell to 16.9 per cent in March

from 11.8 per cent in February

and 11.8 per cent a year earlier,

according to the National Labour

Office, AP-DJ reports from Brus-

sels. Some 455,458 people were

unemployed in March, down

from 476,141 the previous month.

**Across the road, in a huge state car parts building, it was**

**bak to the bureaucrats' dream**

**of triple queuing and scarcity**

**for things of motorists desper-**

**ately to obtain parts. Thousands**

**of mourners more were being**

**lost from work.**

**One wondered: was Mr Gor-**

**achev going to opt for a solu-**

**tion similar to the one on the**

**used car lot outside, or would**

**he stick to the one inside the**

**service centre and the spare**

**parts building?**

**Does he even have a choice?**

**The Soviet Union is forced to**

**sell cars cheaply in the West in**

**order to earn scarce hard cur-**

**rency, and it also supplies**

**Eastern Europe with cars. Not**

**many are left over for the**

**Soviet consumer.**

&lt;p

## OVERSEAS NEWS

## Dalai ignores invitation to return to Tibet

BY COLIN MACCUGALL IN LONDON

THE DALAI LAMA, speaking in London yesterday, rejected implicitly an invitation to return to Tibet and said the basic problem for the country was not his return but the issue of human rights and the destruction of Tibetan culture by the Chinese.

The Dalai was responding to an invitation, proffered at the weekend, by the Panchen Lama, the second highest man in Tibet's religious hierarchy, who lives in Peking and is widely seen as the mouthpiece of the Chinese leadership.

Hitherto China has stipulated that if the Dalai Lama returns, he must stay out of Tibet, safely insulated from his Buddhist followers.

His visit to London comes when the Tibetan Government-in-exile is trying to draw attention to the plight of its homeland from which it fled in 1959.

Chinese destruction during the 1958-76 Cultural Revolution and Chinese immigration, enormously increased since then, are on the point of wiping out the unique Tibetan culture, it believes.

The exiled leader confirmed that he himself was in regular touch with more liberal Chinese leaders and that the "reason and justice" of the Tibetan cause was more "moral and practical" than one of violence.

But, "I have big arguments with younger people who are more militant," he added. "If we follow violence we can easily be crushed."

The Dalai was referring to anti-Chinese rioting in Lhasa last

October and then in March which caused number of deaths and a severe Chinese crackdown on Tibetans accused of separation.

The Dalai said that given the improvement of the situation in China, and in Tibet in recent years, he was optimistic about the future. "China's whole concept of foreign and domestic policy is more humanised and positive and this a hopeful sign."

The Dalai Lama referred to a five-point proposal he made last autumn when in the United States, which suggested that Tibet be made a demilitarised zone between China and India and that more autonomy and human rights should be practised within the territory. He said he was working on a "middle way" which could bring a solution.

The Dalai noted that of all the countries of the West, Britain was the most aware of Tibet's position. "But both Tibet's status and the attitude of the British Government has never been very clear," he said, referring to the historical ambiguity over Tibet's status and British anxiety not to offend Peking.

He said he understood British requests that he should not make political statements during his visit, adding: "The Tibet issue is very sensitive - the British Government wants close links with Peking so it's cautious, though sometimes it seems over-cautious."

Comparing Tibet's position with Hong Kong, he said "It's a delicate question - we are concerned about the sun there. But China is much changed, and that's a sign of hope."

The Dalai was referring to anti-Chinese rioting in Lhasa last

GIANI JAGIR SINGH sits in flowing dark blue robes and a saffron turban on the floor of the Sikhs' famous Golden Temple in Amritsar, Northern India. A long sharpened sword across his knees and an AK-47 Chinese-designed assault rifle leaning against the wall behind him. On the floor is a map of India, excluding only the northern state of Jammu and Kashmir and the North-Eastern states around Assam.

"This is Khalistan," he says, sweeping his hand across the whole of the map. "Sikhs contributed 96 per cent of the dead in India's fight for independence from Britain, so we have a right to 96 per cent of the land. The fighting will continue till we annex and occupy 96 per cent of India, and we will kill Rajiv and Rabin and all other political people." He adds referring to Mr Rajiv Gandhi, Indian prime minister, and Mr Julius Ribeiro, Pakistan's top police chief.

Khalistan is the name given to the independent state which extremist Sikhs want to create in their North Indian state of Punjab, where about 600 people have already been killed this year. The aim of a Punjab Khalistan was itself somewhat unrealistic. But last year, reflecting the historical Sikh kingdom of the early 1800s which stretched from Peshawar near Afghanistan to Jammu in Northern India, this was extended. Almost unbelievably, the ambition is now sub-conti-

nental. The spectre of an unending terrorist and guerilla war to be waged by the most extreme Sikhs was put forward by Mr Jagir Singh in his role as spokesman in the Golden Temple for the Panthic Committee, a group of extremists who last year used a special conference of Sikhs to seize supreme political and spiritual power over the sect's activists.

In each village, seven local residents are being recruited

THE INDIAN government is introducing a special police force of armed civilians to guard 700 remote villages and hamlets in the two Punjab districts, Amritsar and Gurdaspur, which have been worst hit by Sikh terrorist attacks and recent mass killings. John Elliot reports.

and quickly trained to work alongside three established policemen. Police chiefs hope these "pickets" will hold terrorists at bay till the main security forces arrive. Paramilitary forces are being reinforced with over 20 companies of the Indo-Tibetan police force to guard banks, which terrorists raid to pay for arms, and other key installations.

Peace hopes rest. He is trying to unite extremists, terrorist organisations and Sikh political parties as the first step towards negotiating a possible settlement.

There are about 15 to 16 terrorist organisations, but he has five main ones to deal with. Three, which are the most committed to an independent Sikh state, are the Khalistan Commando Force, Bhindranwale Tiger Force (named after the top extremist leader killed in the 1984 temple battle) and the Gurjat faction of the All India Sikh Student's Federation.

The Golden Temple was cleared of extremists by the Indian army in June 1984 in a massive commando operation which led to the killing of Mrs Indira Gandhi, then Prime Minister. Now the extremists have completely regained control. The government is ordering security forces not to try to remove them till Mr Gandhi's new peace initiative announced five weeks ago, has been given two or three more weeks to prove itself.

Mr Jasbir Singh Rode, a militant high priest released last month from prison by Mr Gandhi along with over 40 other militants, is the man on whom the

laws," and releasing all Sikh activists from jail.

He then modifies the Khalistan demand by asking for *param azadi* or complete freedom. He says this should include political freedom according to policies the Sikhs will draw up soon;

Few people in Punjab - or in the rest of India - give the peace initiative much chance. They believe that Mr Rode, a mild-looking man who has little charisma or obvious leadership qualities, will either be swamped by the violence or will have to stick to so many of his demands that the government will be unable to settle.

Some members of the extremist groups are accused by police chiefs of organising recent mass family assassinations to try to stop the peace moves. But the groups have condemned the mass killings and even allege that the government has organised a conspiracy against them because it wants to introduce a state of emergency.

Mr Jagir Singh has a hit list of "culprits" for killing.

"Yes we are talking about killing hundreds of thousands of people. Even tens of millions," he declares. The main hope in Amritsar is that such talk is a tactic aimed at ensuring that the most extreme Khalistan groups are included in any peace moves and are listened to seriously.

## Manila talks start on future of US bases

By Richard Gourlay in Manila

THE US and Philippines yesterday started a five-yearly review of an agreement covering two of the most important US military bases overseas, which will help shape regional superpower relations into the next century.

Anti-bases demonstrators marched through Manila, marking the start of talks which are expected to signal, if not finally decide - whether the bases stay in the Philippines after the current agreement expires in 1991 and on what terms.

Mr Nicholas Platt, the US Ambassador, stressed the strategic importance of the bases in countering the potential menace from what he called the expanding Soviet presence in the region.

He said that apart from providing a security umbrella, the bases allowed the Philippines to divert money from external defence to economic development.

Mr Raul Manglapus, the Philippine Foreign Secretary, said he would concentrate on looking after the Philippine national interest during the review.

Last week he said that the Philippines felt no external threat in the region. He called on his Asian neighbours to share the "political cost" of hosting the bases.

## China drops plan to merge ministries

CHINA yesterday announced a surprise reversal of its decision to restructure its various transport ministries within an overall shake-up of its vast and inefficient bureaucracy. Reuters reports from Peking.

State Councillor Song Ping told delegates to China's parliament, the national people's congress, that the ministry of railways, the ministry of communications and the state airline, CAAC, would not be merged as he had announced last week.

China's overburdened railways have been strongly criticised after four serious crashes this year which killed about 150 people. Minister of Railways, Ding Guangen, resigned after the third

disaster.

Explaining the reversal, the official New China News Agency said the Government had taken note of delegates' views on the proposed reorganisation. No details were disclosed.

A Western diplomat said he was surprised at the change. But diplomats agreed that the reversal would boost the image of the national people's congress as a body with some influence rather than just a rubber stamp for Communist Party proposals.

Song was quoted as saying the Government's restructuring programme was transitional and would be perfected through experience.

The Dalai was referring to anti-Chinese rioting in Lhasa last

Two Palestinians killed in Israeli border town raid

BY ANDREW WHITLEY IN JERUSALEM

TWO PALESTINIAN guerrillas were killed and four Israeli soldiers injured during a prolonged gun battle on Israel's northern border with Lebanon early yesterday.

The attempted cross-border incursion was the fourth in the past two months, and appears to have been designed to show support for the Palestinian uprising in the Israeli-occupied territories.

Responsibility has been claimed both by Mr Yasser Arafat's Fatah branch of the Palestine Liberation Organisation and by the smaller Palestine Liberation Front headed by Abu Abbas.

Yesterday's four-hour engagement took place across the electronic border fence itself.

Visiting the scene of the clash, near the village of Yuval in the

Galilee panhandle, Mr Yitzhak Rabin, the Defence Minister, claimed that instructions had been sent "to the terror groups in south Lebanon to increase their activities, infiltrations and Katyusha rocket attacks."

The Defence Minister told reporters that all the terrorists were "eliminated" but it is believed that one member of the group may have been captured, and others possibly escaped.

"There is no doubt that since the violent disturbances in the territories began, the PLO in all its factions is trying very hard to try and prove that . . . the terror which failed to achieve any goal over the past 20 years should be accelerated," said Mr Rabin.

Visiting the scene of the clash, near the village of Yuval in the

Moscow reluctant to help with Gulf arms embargo

BY OUR FOREIGN STAFF

A SENIOR Soviet official has given the clearest public indication yet of Moscow's extreme reluctance to co-operate with moves by Western members of the UN Security Council to obtain its agreement on an arms embargo against Iran as a means of hastening an end to the Gulf conflict.

In Abu Dhabi on Monday night Mr Georgy Tarazovich, Vice-President of the Presidium of the Supreme Soviet, said that "we are not against one," but added that mandatory sanctions "will not end the war, because Iran will manage to get weapons from the black market and even the allies of those canvassing for an embargo."

The general tenor of a somewhat embivalent exchange with the news agency Reuter seemed to be made clear by a further comment by him that "we have to work out something, but we do not want our tie with Iran to be harmed."

The US has obtained a specific commitment from China to support moves towards adopting a resolution on sanctions.

However, together with the UK and France, it acknowledges that efforts to get agreement on one

from the full council have been gravely undermined by Iraq's initiation of the current five-week-long "war of the cities," its resumption of attacks on shipping in the Gulf and the use of chemical weapons last month in Kurdistan.

Iraq yesterday fired missiles at Tehran, Esfahan and Qom, according to the official Iraqi News Agency.

At least 15 civilians died and several others were injured when the missiles hit residential districts, Tehran said.

The attacks came hours after an Iranian missile raid on the Iraqi oil centre of Kirkuk. Iran continued to shell the Iraqi port city of Basra yesterday, killing several civilians, according to Iraq.

Tehran Radio also reported that Iranian forces had fired a dozen missiles at Umm Qasr near the Kuwaiti border, the site of Iraq's defunct naval base on the Gulf.

Under the draft resolution on which the UK was working, either of the belligerents not complying with resolution 558, adopted last July, would be affected by an arms embargo.

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## AMERICAN NEWS

### Fresh blow to embattled US attorney general

By LIONEL BARBER IN WASHINGTON



Meese: blocked by the White House

THE White House has blocked efforts by Mr Edwin Meese, the embattled US attorney general, to appoint his own candidate to lead the Justice Department's criminal division.

In a further setback for Mr Meese, his choice for the Department's second-ranking post of Deputy US Attorney General is reluctant to take on the job.

Mr Meese had hoped to announce this week two acceptable candidates as replacements for the two top Justice Department officials who resigned last week over Mr Meese's continuing legal difficulties.

Rebuilding the top echelon of the Justice Department was a vital part of Mr Meese's drive to restore his authority within the department and to fend off calls for his own resignation from the US Congress and the press.

But the White House, anxious to avoid last year's botched US Supreme Court nomination of Mr Douglas Ginsburg, has put the brakes on Mr Meese's failure to check into Mr Ginsburg's pot-smoking past, which sank his nomination in less than a fortnight.

Mr Meese's choice to head the

criminal division was Mr James Knapp, the current head of the department's tax division. But Mr Knapp has apparently withdrawn his name after unspecified legal problems came to light, according to reports in Washington.

Meanwhile Mr Arlin Adams, a Philadelphia lawyer who had been canvassed for the post of Deputy US Attorney General said he was "not optimistic" that he could take on the job because of his heavy workload at his law practice.

Mr Meese still faces a criminal inquiry by a special prosecutor into his conduct in office.

### Contras demand freedom of movement during talks

CONTRA leaders yesterday demanded freedom for their negotiators to move around Nicaragua during next week's peace talks, rejecting a Sandinist proposal limiting them to an airport hotel in Managua, AP reports from Miami.

"We will not go to Managua to be confined," said Mr Pedro Joaquin Chamorro, Contra director in the Miami headquarters of the Nicaraguan Resistance, as the rebels are formally called.

The rebel leaders said they intended to arrive in Managua on April 12, with 50 people, including the five directors, members of the resistance assembly and political figures.

Their schedule includes six meetings with the Sandinistas before the delegation leaves April 15.

"The agenda is open, like Sapodilla," said Mr Calero, saying the Contras will emphasize democratization.

### Jackson in seesaw battle with Dukakis

By Stewart Fleming, US Editor in Washington

Rev Jesse Jackson and Gov Michael Dukakis of Massachusetts were locked in a seesaw battle for victory in the Democratic party's caucuses in Colorado yesterday.

The closeness of the race suggested that Mr Jackson was showing no signs of losing the political momentum which has built up behind his candidacy since the Michigan caucuses of last month.

Early returns from Colorado, where 50 delegates to the Democratic party's convention are at stake showed that with just under half the state's precincts reporting, Mr Dukakis led Mr Jackson by 45 per cent to 40 per cent of the votes cast. Senator Albert Gore lagged well behind with only 4 per cent.

However, Mr Jackson's decision to inject himself into the Panama crisis by sending a letter to Panama's strong man General Manuel Noriega offering to help facilitate his departure from the country has come under heavy fire from his rivals for the Democratic party's presidential nomination.

In statements indicative of a greater willingness to challenge Mr Jackson's policy positions, Mr Dukakis and Mr Gore of Minnesota both roundly condemned Mr Jackson saying that his actions should not get involved in such delicate international maneuvering.

Mr Dukakis' criticism of Mr Jackson's Panama initiative represents an attempt to counter Mr Gore's accusation of failing to challenge Mr Jackson's positions. Earlier this week Mr Gore was quoted as describing Mr Dukakis' refusal to criticize Rev Jackson as "absurdly timid... ridiculous... patronising" and "a subtle form of racism."

The incoherent Colorado results will be lost in the publicity which will surround the outcome of yesterday's voting in the much more important Wisconsin primary elections where as many as half the state's registered voters could participate. Polls suggest that Wisconsin will also be a two man race between Mr Dukakis and Mr Jackson.

Chicago's famous trading exchange celebrates its 140th birthday

### Innovative spirit of the futures

CONTRARY to popular assumption, the Chicago Board of Trade did not begin its days with speculators yelling bids and offers for bountiful Midwest grain crops in a spontaneous outpouring of greed, Rester reports from Chicago.

Instead, the CBT, now the world's biggest futures market, was founded in the spring of 1848 when a group of businessmen met to deal with a shortage of commodities threatening the swampy, frontier city of Chicago.

The founders could scarcely have imagined that the CBT would this year celebrate its 140th birthday as a computerized exchange where billions of dollars in agricultural and financial futures change hands each day.

Their goal was "to help develop Chicago as a city," said Owen Gregory, the curator of CBT archives for the University of Illinois at Chicago.

They had no intention to start formal trading of forward contracts or futures. The business men were "voluntary boosters," seeking goals like a decent harbour, bridges and railway links.

Between 1851 and 1853, the CBT operated a trading room where cash grain contracts were exchanged and registered to assure supplies of commodities. The Board took responsibility for the integrity of transactions, quotes and market reports by enforcing rules barring false price information.

Futures — commitments to buy or sell commodities at a later date with little money down — evolved from cash forward contracts.

The records show 1877 as the year of the first known official cash grains, once the lifeblood of the traders, continue to be swapped in the pits, but changes in transport patterns in recent

### Mulroney reshuffles his cabinet

By DAVID OWEN IN TORONTO

IN A cabinet reshuffle which is expected to be the last before the next general election, Mr Brian Mulroney, Canada's Prime Minister, has appointed Mr John Crosbie, a former and avowed Newfoundlander as Minister for International Trade.

Mr Crosbie replaces Ms Patricia Carstairs, who presided over the portfolio during negotiations of the recently-signed bilateral trade deal with the US. Ms Carstairs has been appointed secretary of state.

Mr Bouchard, a supporter of Quebec independence, is expected to assume responsibility for shorting up Conservative support in

Explaining his decision last week, Mr Mulroney said he had made the switch because the focus of the free trade issue had shifted. "We are into the legislation and the selling of it across the country," he said. "It talks and over the door is down."

Mr Bouchard, Canadian ambassador to France and a former university classmate of the Prime Minister, has been appointed secretary of state.

Ms McDonald replaces Mr Benoit Bouchard, who takes over Mr Crosbie's former position as Minister of Transport.

### Massacres of Brazil Indians returns land to political agenda

BY IVO DAWNAY IN RIO DE JANEIRO

A COLD-BLOODED attack by demand tough sentences for the white gunmen on a tribe of unarmed Amazon Indians has left at least four dead, more than 20 wounded, and once again forced the plight of Brazil's indigenous people back onto the political agenda.

The massacre, which federal police believe may have involved up to 14 murders, first came to light last week when reports trickled through from Benjamin Constant, a small town on the remote western border where Brazil meets Colombia and Peru.

The situation is bad and getting worse," Mr Antonio Brandt of the Catholic Indian mission, Cimi, said yesterday. "We had 11 killings last year and already we have passed that in 1988."

Mr Brandt went on to claim that while the laws protecting Indians were good, they were seldom fully enforced. Furthermore, attacks on Indians were often treated casually. "In southern Bahia (a state), there have been seven murders of Papago Indians since 1982, yet no one has gone to jail," Mr Brandt added.

The authorities counter that pacifying the vast Brazilian hinterland is nigh on impossible, despite the efforts of Funai, the Government's Indian agency. Legislation to create Indian reserves is constantly delayed in the courts by the legal actions of land owners.

It was just such an attempt to enforce the reservation laws by evicting white squatters from the Indian land near Benjamin Constant that provoked this latest strike, local people say.

The attack came on Monday last week, just 24 hours before Funai officials were scheduled to begin the evictions.

Mr Clemente, whose Indian name is Eusébio, has denied claims that the Indians were threatening to attack local landowners.

### Costa Rica to get \$65m standby loan from IMF

BY OUR CORRESPONDENT IN SAN JOSE

THE International Monetary Fund has officially approved a \$65m standby agreement with Costa Rica, departing from its usual policy of first requiring a debt-rescheduling package with the commercial banks.

The approval was made on April 4. Costa Rica and the commercial banks have been talking on and off since June 1987, when Costa Rica began limiting debt service payments and proposed that the

banks restructure all of the \$1.5bn commercial debt on favourable terms.

It asked that the banks reschedule the debt, regardless of whether it had been rescheduled in the past, for 20 years with a 7-year grace period.

Costa Rica agreed to pay an interest rate tailored to its ability to pay, as determined by a committee of World Bank, IMF and commercial bank analysts.

### Aerospatiale on verge of signing Canadair pact

By PAUL BETTS IN PARIS

AEROSPATIALE, the French state-owned aerospace group, is on the verge of signing an industrial collaboration agreement with Canadair, controlled by the Bombardier industrial group, to bring the Canadian aerospace company into the European Airbus programme.

Mr Jacques Doufliague, the French transport minister, confirmed yesterday that an agreement in principle had been reached with the Canadian aerospace company.

He said the broad lines of the industrial collaboration agreement had been settled but that the practical details of the deal had still to be defined.

Aerospatiale also confirmed last night that it was on the point of completing its agreement with Canadair, although a spokesman said that nothing had as yet been signed.

Under the agreement, Canadair will make components worth about US\$1bn for the new Airbus A-330 short-haul to medium-haul aircraft and its sister A-340 longer-haul aircraft now being developed by the European consortium which includes British Aerospace.

However, Mr Doufliague claimed yesterday that the agree-

### US call for joint effort to curb offset deals

By Nancy Dunnane in Washington

MULTILATERAL efforts to reduce the use of offset requirements in defence trade have been called for by Dr Paul Freedenberg, the US Commerce Under Secretary for Export Administration.

In testimony last week before a Senate Armed Services subcommittee, Dr Freedenberg opposed a measure to be considered by the US Senate which would require foreign buyers of US arms to reduce their offset demands or else receive reciprocal offset deals to American firms.

Instead, he said, the US should work with its allies to limit the use of offsets and at the same time seek multilateral arrangements to improve defence procurement policies within the Western alliance.

Offsets, required by the purchasing government as compensation for buying US military equipment, have been viewed with increasing concern in Congress and within the Administration. Most American companies' offset obligations are with Canada, Japan and NATO countries, and their numbers are rising.

We are concerned that offsets,

particularly co-production, licenced production, subcontracting and technology transfers have negative effects on some sections of the US industrial base," Dr Freedenberg said.

In the short run, offsets create inefficiencies in defence procurement and raise the costs of weapons systems to US allies. In the long term, they weaken the competitive position of US companies vital to the national defence, he said.

Dr Freedenberg cited the cost of establishing facilities for co-production which cannot be absorbed even though such facilities may exist in the US.

Mr Dennis Blythe, counsel for Pneumo Abex Corporation, a subsidiary of IC Industries, warned that offsets requirements are leading to the dissemination of technology and the development of subsidised foreign competitors.

Toshiba Machine, a subsidiary of Toshiba Corporation, Japan's second largest electronic maker, is accused of selling sophisticated machines to the Soviets illegally between 1982 and 1984. US officials have said the machines permitted Moscow to turn out propellers that could make submarines quieter and harder to detect.

Low wage costs and tax exemptions are attracting foreign companies, says Canute James

### Cashing in on Caribbean free trade zones

NORTH AMERICAN and Asian companies seeking a competitive edge through reduced production costs are moving parts of their labour-intensive operations to Caribbean free trade zones.

The zones are established by governments and private businesses as designated areas outside national customs and tax territories, which offer total exemption on taxes and duties ranging from ten years to perpetuity. Investors are also offered factory shells built by the owners of the free zones.

The number and size of free zones has grown rapidly in the past five years, bringing jobs to areas of traditionally high unemployment, and some increase — although sometimes marginal — in foreign earnings for the host countries.

Garment manufacturers, Asian and American, are also leading investors in the zones in the Dominican Republic, with other companies producing footwear and other leather products, electronics and tobacco.

Free zones are not the only factor which attracts investors in the free zones, according to Mr Peter King, chairman of the Kingston Free Zone. "Today, of the 19 companies, 10 are garment manufacturers, four are food processors, there is one large steel plant and a number of miscellaneous manufacturing enterprises." The Jamaican government has established a second zone in Montego Bay on the island's north coast. The island expects to have eight free zones — privately and publicly owned — by 1990.

Garment manufacturers, Asian and American, are also leading investors in the zones in the Dominican Republic, with other companies producing footwear and other leather products, electronics and tobacco.

Free zones are particularly favoured by foreign companies. The country has nine zones in operation, with six under construction and 14 planned. About 175 companies,

employing 75,000 people, are located in the free zones, and the government expects employment to grow to 100,000 people by the end of the year.

In 1982 almost half of the companies in our zone were involved in warehousing," reported Mr Peter King, chairman of the Kingston Free Zone. "Today, of the 19 companies, 10 are garment manufacturers, four are food processors, there is one large steel plant and a number of miscellaneous manufacturing enterprises." The Jamaican government has established a second zone in Montego Bay on the island's north coast. The island expects to have eight free zones — privately and publicly owned — by 1990.

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The free zones, with their special incentives and tax laws, into national economies also promises a political problem, argues Mr Tavares. "The initial purpose of a free zone is to create jobs and raise the standard of living. At some point they will have to be integrated into the local economy. Free zones represent a stage of transition in economic development."



\$14.3m," reported Mr King. "By 1985 exports had risen to \$93.3m and in 1986 reached \$72.1m." The value of exports last year is estimated at \$100m, but net earnings are roughly 20 per cent of the value of exports.

Investors say privately that they prefer operating in free zones which exclude the region's dominant military trade unions. Union leaders have suggested that working conditions amounted to no more than "sweat shops" which thrive on cheap labour.

While we do offer generous incentives to attract companies to our free zones, the employment of Jamaican citizens in the plants is subject to all prevailing labour legislation as regards minimum wages and other condi-

tions of employment," said Mr King. "A recent bout of labour unrest in the Kingston free zone has led the Jamaican government to set up a commission of inquiry into working conditions.

But investors also face problems of a more technical nature.

"When we started our first plant in the Dominican Republic, we had problems with transportation," reported Mr Murphy. "We set up the plant and employed workers, but they could not get to and from work, so we had to get into the transportation business at an added cost."

Because goods going across a fence from the free zone to the host country represent movement into a national customs territory, linkages with local industry also creates some problems. Mr Murphy reported the case of delays in getting work on metal sheeting done by a local fabricator who had to spend time working through a bureaucratic maze to obtain import and export permits.

The eventual integration of the free zones, with their special incentives and tax laws, into national economies also promises a political problem, argues Mr Tavares. "The initial purpose of a free zone is to create jobs and raise the standard of living. At some point they will have to be integrated into the local economy. Free zones represent a stage of transition in economic development."

### US 'hopeful' on S Korean trade

The US is hopeful that trade problems between the US and South Korea "will be resolved in the near future," Rester reports from Seoul.

"There has been progress in some areas in the trade talks which have been held in a very friendly atmosphere," Mr Gaston Sigur, the US Assistant Secretary of State, said yesterday.

He was speaking before his departure for Tokyo after four days of talks with President Roh Tae-woo and other high-ranking South Korean officials.

The US has been negotiating with South Korea for months to lift an import ban on beef and to open its market wider to American cigarettes and other products and services. The US ran a trade deficit of nearly \$10bn with South Korea last year.

### Venezuelan president to boost Japan ties

By JOSEPH MANN IN CARACAS

VENEZUELA'S PRESIDENT, Dr Jaime Lusinchi, began

## UK NEWS

**Virgin air service to Los Angeles postponed**

By Michael Donkin

**VIRGIN** Atlantic Airways has postponed plans to start scheduled air services this spring between Gatwick, London's second airport, and Los Angeles. The airline will wait until the Civil Aviation Authority decides, after public hearings this summer, whether British Airways will be permitted to retain the licence for Gatwick-Los Angeles services originally held by British Caledonian Airways. BA at present serves Los Angeles from Heathrow.

BA inherited the Gatwick-Los Angeles licence when it took over BAe earlier this year, and is continuing those flights until the CAA has decided if must stop.

Mr Richard Branson, who founded Virgin, says that because of this, "we do not think the market is big enough for a doubling of the number of flights to Los Angeles from Gatwick."

"We have, therefore, asked the CAA to delete these routes from the BAe licence on the grounds that BA already has a monopoly (on the Los Angeles route) out of Heathrow."

**London estate agency reveals post crash loss**

By CLARE PEARSON

**STICKLEY & KENT**, a leading estate agency based in North London, yesterday revealed that it had fallen into losses in the first quarter of last year after the stock market crash.

Mr Norman Maguire, chairman of **Shield**, the Unlisted Securities Market quoted property development and estate agency which owns Stickley & Kent, said the losses meant the company would not now meet the profit forecast of £1m given for the year ended in June when **Shield** acquired the agency last summer.

Yesterday's announcement marks the first time an estate agent has admitted to making losses as a result of the collapse in stock market prices last October.

Mr Maguire said that although house prices had held up, turnover in houses worth £150,000 or above had suffered a severe downturn. Turnover had improved in the first quarter of this year, but was still affected by uncertainty.

Richard Waters on a controversial accounting issue

**Big banks divided on provision for loans to problem countries**

BRITAIN'S big clearing banks diverged in their use of general provisions to meet expected losses from problem country loans last year, opening a debate on one of the most controversial accounting issues of recent years.

Full details of the provisions became clear with the publication over the past two weeks of the annual reports of the Big Four clearing banks.

The total amount set aside by the banks against losses on problem country loans was £200m more than was generally reported last month when they announced their annual figures for the year.

This was achieved by switching from general to specific provisions, reducing the charge to the banks' profit and loss accounts.

Barclays was the only bank to continue to increase its general reserves in line with its assets.

This contrasts strongly with National Westminster, which effectively released general provisions back into profits.

General provisions are set aside against unforeseen future losses "which are known from experience to be present in any portfolio of bank advances," to quote NatWest's typical accounting policy. Specific ones are matched against particular loans.

Only specific provisions are tax-deductible, and only general ones count towards a bank's capital for supervisory purposes.

In the past, banks have been criticised for using their general reserves to smooth reported profits from one year to the next. The three of the four banks ended the year with lower general provisions than they started it. This means that previous estimates of the likely losses in their portfolios were overstated, that they have changed their policy on providing for losses, or that they have used general provisions to reduce the strain on the charge against profits.

According to NatWest, the sharp 30 per cent decrease in its general reserve reflected greater accuracy in assessing specific provisions. The bank said it was carrying out a monthly exercise to identify possible losses on specific loans, and that this would enable it to run down general provisions further.

Midland said it had changed its policy to provide specifically against sovereign loans, while at the same time minimising and increasing its general reserves. Barclays, on the other hand, made a virtue of actually increasing its general provisions.

Mr John Pryor  
Mr John Pryor, manager of the FT Insurance Information Group, has died at the age of 63.

He joined the Financial Times in 1962 to work for the syndicate department. He moved to Financial Times Business Information, founding its single most successful product, World Insurance Report, 14 years ago.

## IN BRIEF

**Seamen and P&O seek new round of talks**

The National Union of Seamen was yesterday believed to be drawing up fresh proposals towards resolving a two-month-old dispute by more than 2,000 Dover-based seamen employed by P&O European Ferries.

The initiative came after informal contacts between the two sides and Acas, the conciliation service, appeared to indicate that management and union officials might modify their positions to reach a peace settlement.

The agency is opening an office in Dulwich, north-west London, to add to its existing outlets in six areas, including Kensington, Paddington and Hampstead, all in central north London.

Shield itself intends to turn its attention more closely to the outer London area.

The company also said it had broken off talks begun at the start of March with a number of potential bidders.

Shield said, however, that prices which had been talked about were higher than the current share price they were not considered satisfactory.

**Channel Island moves**  
The Bristol and West Building Society is following the Abbey National and the Halifax by moving into the Channel Islands.

Subject to the approval of its members on April 15, the society is to take a controlling interest in two local estate agents - one in Jersey and the other in Guernsey - and plans to offer mortgages to island residents.

## Harrison's purchase

Harrison's and Crosfield, the chemicals, building supplies, feedstuffs manufacturer and overseas trader, agreed to buy Woodburys, a US timber and building supplies group for \$3m (£2.7m). The proposed acquisition is the first part of the company's plan to develop its operations in the US. Woodburys has nine outlets in the states of New York and Vermont, supported by a bulk distribution depot in Glens Falls, New York State.

## ANNOUNCEMENT

The Amro Bank is pleased to announce that on April 1, 1988 Comptoir Luxembourgeois de Gestion Financière S.A. (Colugefi) was transformed into Amro Bank (Luxembourg) S.A.

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## UK NEWS

### Peugeot goes on double shift to boost UK output

BY KEVIN DONE, MOTOR INDUSTRY CORRESPONDENT

**PEUGEOT**, the French vehicle maker, last night began double shift working at its UK assembly plant at Ryton, Coventry for the first time in 12 years.

Peugeot is increasing output to 2,200 cars a week from a recent level of 1,100 cars a week on single-shift working and is aiming to reach full capacity at Ryton of about 2,500 cars a week by mid-1988. Any increase of more than 2,500 cars a week would require major new capital investment.

The fortunes of Peugeot Talbot, the French group's UK subsidiary, have been transformed in the past couple of years through the introduction of new models coupled with substantial improvements in productivity and quality standards.

After losing money heavily for most of the 1980s - the company had cumulative losses of £200m from 1979 to 1982 - Peugeot Talbot is expected to announce later this month a profit after interest for 1987 in excess of £10m on a turnover of more than £700m.

This will be the biggest profit

the company has ever made, and follows many years of decline in which the Ryton plant, formerly part of the Rootes group, was sold first to Chrysler in the late 1960s, and then to Peugeot of France at the end of 1978, when the US group was forced to pull out of Europe.

Mr Geoffrey Whalen, Peugeot Talbot managing director, said he expected production at the Ryton plant to virtually double to about 80,000 cars this year from 45,000 in 1987. UK output was planned to exceed 100,000 cars in 1990.

Since late last year Peugeot has been assembling two model ranges at Ryton, the 309, launched in the UK in early 1986, and the 405, which was launched in the UK in January. This year the group expects to produce about 30,000 405s for the UK market, 20,000 for export to West Germany, the Netherlands and Belgium and 30,000 309s for the UK market.

Depending on order books, the balance could shift more heavily towards the 405 in the UK as Peugeot's UK sales have increased rapidly due to the success of new models led by the 305 supermini, launched in the UK in 1984. In the past five years it has increased its share of the UK car market from 2 per cent to 5 per cent and is aiming to achieve a market share of between 6 per cent and 6.5 per cent in 1988.

Last year was the first time Peugeot sold more than 100,000 cars in a foreign market with UK sales last year of 101,364 units and a market share of 5.03 per cent.

The worries of some forecasters about "overheating" have increased since last month's Budget. Several City of London economists have revised upwards their projections for consumer spending and imports in order to take account of the extra demand resulting from the larger than expected tax giveaway.

The division reflects uncertainty among economists about the consequences of a rapid rate of economic expansion. While some forecasting groups fear excessive consumer spending will suck in overseas goods and push up inflation, others are more confident that British industry will be able to respond adequately to increased demand.

The variation between forecasting groups is shown in forecasts for the growth of export and import volumes. According to the forecasts, export volumes may grow by 2 per cent this year, or by almost 5 per cent.

The overall FT average shows exports rising by 3.3 per cent this year and by 2.5 per cent in 1989.

Imports are predicted to rise by 6.9 per cent and 4.3 per cent

### Urban regeneration grants win praise for overall success

BY HAZEL DUFFY

THE GOVERNMENT's urban development grant (UDG) has been an overall success in helping to improve run-down inner-city areas, according to an independent report by Aston University in Birmingham.

The UDG, which has been scrapped in favour of new City Grants, was based on the Urban Development Action Grant used in the US to boost inner-city development. It was introduced by the Government in 1982.

Central government paid 75 per cent of the grant and local government the remainder.

The grant was criticised in some government quarters for the required involvement with local authorities and the belief that central government was too little praised for the scheme. The City Grant will be paid directly to developers by central government.

Some developers criticised the grant, particularly where local authorities were slow in submitting projects to central government.

ment.

Despite these reservations, the Aston team found that the grant proved attractive to many local or regionally based developers/investors and developers/traders, while being far less attractive to the nationally-based financial institutions.

The report, commissioned by the Department of the Environment, found that the grant had considerable success particularly in improving the environment, stimulating private investment in housing in the inner cities, and providing jobs for people living in or near such areas.

Between 1982 and June 1986, the programme generated additional investment in the ratio of about 4:1. Commercial schemes contributed most of the private sector investment - £198m - followed by industrial (£101m) and housing (£53m). In several inner-city areas, projects which have been assisted by UDG have been the only source of new, private-sector housing provision.

### Farm price policy condemned

BY MAX WILKINSON, RESOURCES EDITOR

DR DAVID Clark, the opposition Labour Party spokesman for Agriculture, yesterday condemned the Government's efforts to obtain a devaluation of the "green pound" which he said would raise food prices for housewives.

He said the Government was now campaigning for farm price increases in Britain just eight weeks after claiming a victory in persuading its European Community partners to agree to a programme of price cuts, at the end of the recent farm price talks.

Whitehall officials confirmed yesterday that Britain would be asking for a 7.5 per cent devaluation of the green pound for pig

meat - the special exchange rate which governs subsidies paid to farmers. Measured reductions are to be sought in the rate for other agricultural produce.

Mr John McGregor, the Agriculture Minister, sees these devaluations as a step towards the long-term goal of eliminating the special agricultural exchange rates in the Community.

However, Dr Clark said the effect would be to raise prices paid to farmers and raise food prices and it represented the true cost of the Prime Minister's recent "cave in" in Brussels.

He said: "It is ludicrous to agree to limit over-production by penalties and then to put up the

basic price support."

The UK has been pressing for green pound devaluations from the start of this year's farm price negotiations. The price rates - except for pig meat - for which the UK will argue will be decided in the light of exchange rates chosen by the Ministers in Luxembourg.

Officials point out that the gap between the green pound and the normal sterling exchange rate has been narrowing recently. For beef, the difference was 8.4 per cent on March 4, but had fallen to 3.6 per cent by this week. For pig meat the gap was 10.9 per cent on March 7 compared with 7.5 per cent now.

### NOTICE OF DEFAULT

To the Holders of

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Chemical Bank, as Trustee (the "Trustee") under the Indenture dated as of March 1, 1981 (the "Original Indenture") among Tico Finance N.V. ("Tico"), Texas International Company, as Guarantor (the "Company") and the Trustee under which Tico's U.S. \$30,000,000 8 1/4% Convertible Subordinated Debentures Due 1996 (the "Securities") have been issued, which Original Indenture was supplemented by the First Supplemental Indenture dated as of June 1, 1985 (together with the Original Indenture herein called the "Indenture") pursuant to which the Company assumed the due and punctual payment of the principal of and premium, if any, and interest on the Securities, hereby gives notice pursuant to Section 5.08 of the Indenture that an Event of Default has occurred and is continuing under the Indenture. The Event of Default consists of the default in the payment of the installment of interest due and payable on the Securities on March 1, 1988, and continuance of such default for a period of 30 days.

#### Section 5.01 of the Indenture states in part as follows:

"If an Event of Default occurs and is continuing, then, and in each and every such case, unless the principal of all the Securities shall have already become due and payable, either the Trustee or the holders of not less than 25% in aggregate principal amount of the Securities then outstanding (or such lesser amount as shall have acted at a meeting of Securityholders pursuant to Section 8.05), by notice in writing to the Company and the Guarantor (and to the Trustee if given by holders of the Securities), may declare the principal of all the Securities to be due and payable immediately, and upon any such declaration the same shall become and shall be immediately due and payable."

The Trustee has not as yet given the foregoing notice inasmuch as the Trustee has not yet determined whether or not such action is in the best interests of the holders of the Securities.

#### The Indenture provides, with certain exceptions, as follows:

"The holders of a majority in aggregate principal amount of the Securities then outstanding (or such lesser amount as shall have acted at a meeting of Securityholders pursuant to Section 8.05) shall have the right to direct the time, method and place of conducting any proceeding for any remedy available to the Trustee or exercising any trust or power conferred on the Trustee."

#### Section 6.01 of the Indenture states in part as follows:

"(c) the Trustee shall not be liable with respect to any action taken, suffered or omitted to be taken by it in good faith in accordance with the direction of the holders of not less than a majority in principal amount of the Securities at the time outstanding (or such lesser amount as shall have acted at a meeting of Securityholders pursuant to Section 8.05) relating to the time, method and place of conducting any proceeding for any remedy available to the Trustee, or exercising any trust or power conferred upon the Trustee, under this Indenture."

The holders of the Securities are referred to the Indenture, copies of which are available for examination at the Corporate Trust Office of the Trustee during normal business hours, for more information concerning the rights of the holders of the Securities, the duties and immunities of the Trustee and the rights of the holders of Senior Indebtedness of the Company.

Inquiries concerning this Notice should be directed to Mr. Thomas J. Foley, Vice President, Chemical Bank, 55 Water Street (Room 1820), New York, New York 10041, (212) 820-5158.

In order to insure receipt of any future notices the holders of the Securities may wish to file their names, addresses and principal amounts held with Chemical Bank at the above address.

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FT6/4

## RENEWED FEARS OF 'OVERHEATING'

## Credit continues to rise as debt figure hits high

BY RALPH ATKINS

BRITISH consumers' appetite for credit continued unabated in February as outstanding debt rose to another record level, according to official figures published yesterday.

The Department of Trade and Industry said that outstanding consumer credit rose a seasonally-adjusted £308m to £21.6bn in February. That was about the same rate of increase as in January.

The figures cover credit agreements reached with finance houses, other specialist credit providers, building societies, post offices and on bank credit cards.

They exclude personal bank loans and lending by insurance companies, where in December the amount outstanding was £12.5bn.

New credit advanced to consumers was a record £1.4bn in February compared with £1.3bn in January. In the three months to February, the amount advanced was 2 per cent higher than in the previous three months.

Department of Trade officials believe the rate of increase in the amount outstanding may be slowing. In the three months to February the total increased by £855m. This compared with £1bn in the previous three months and was lower than any quarter in 1987.

However, the continued growth will increase the worries of some independent economists that the economy is growing too fast. There are fears that strong consumer spending, fuelled by a

rapid expansion in consumer credit, will suck in imports and increase inflation.

In separate figures published yesterday, the department revised upwards estimates for retail sales volumes. The figures suggest recent buoyant high street sales growth is continuing with no signs of a slowdown.

The final seasonally-adjusted index of retail sales in February stood at 135.3 (1980=100) — an increase of 0.3 per cent on January.

In the three months to February, sales were 1.3 per cent higher than the previous three months and almost 7 per cent higher than the same period a year before.

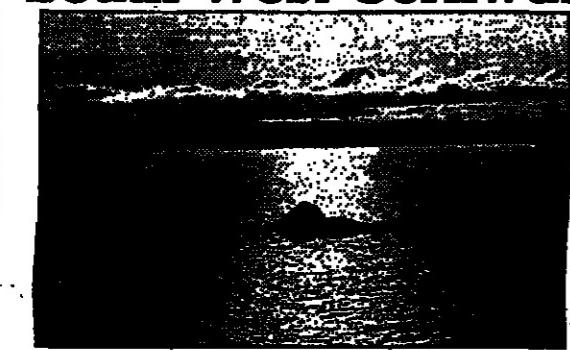
February's credit figures show the amount outstanding on bank credit cards rose £20m to £5.6bn during the month compared with a fall of £5m in January.

Agreements with retailers increased slightly as consumers repaid debt under deals made in the autumn.

The Mortgage Corporation, which arranges loans for house purchases, is to accept unit-linked endowment policies with managed funds when assigning mortgage loans, writes David Barachard.

The change brings the company into line with its rivals. The large building societies already accept unit-linked endowment policies for their mortgages. New and existing unit-linked policies will be accepted, but the policy must have a minimum 10-year term.

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## UK NEWS

## Eurotunnel meters its progress

BY ANDREW TAYLOR

THE MACHINES digging the Channel tunnel have progressed 1,200 metres which leaves about another 45km to go, according to the latest progress report from Eurotunnel, the privately owned Anglo-French group building the tunnel.

Eurotunnel, which last November completed its funding arrangements with a \$700m international share issue, yesterday published preliminary unaudited results for the year ending December 31 1987.

At this stage progress is being measured in metres rather than pounds and pence with the first fare-paying passengers not due to use the tunnel until May 1993.

Three tunnels are proposed: two will carry traffic and there will also be a central service tunnel. So far about 1,200 metres of the service tunnel have been dug on the British side. This includes 400 metres of an earlier Channel Tunnel attempt, abandoned by the Labour Government in 1975.

The start of tunnelling on the French side, according to Eurotunnel, has been delayed by the failure of a French company commissioned to supply some of the five tunnel boring machines needed for the French operations.

The machines have since been re-ordered from Japanese and US suppliers.

Figures published yesterday by Eurotunnel show that total costs since the company was incorporated in 1986 had risen to £424m by the end of last year. This included £236m to meet the cost



Digging deep: monitoring the drilling

of raising £50m in loans, standby credits and equity.

According to Eurotunnel contracts worth around £250m had been placed with suppliers and sub-contractors by the beginning of last month. Approaching 90 per cent of orders on the British side had been placed with British companies and between 60 and 70 per cent with French companies on the French side.

The proportion of orders placed with French companies would have been higher but for the failure of the French tunnel-boring machine supplier. Six tunnel-boring machines worth around £25m have been ordered for the UK side four from James Howden in

Glasgow and two from Markham & Co, a British subsidiary of Robbins, the US engineering group.

Other large orders include a £3m aggregate contract for Foster Yeoman in Scotland, a £1.3m order for construction locomotives placed with Hunslet of Leeds and a £2.5m order for spoil-disposal conveyors placed with Anderson Strathclyde of Glasgow.

Eurotunnel says, all costs and revenues have been capitalised either by transfer from the profit and loss account or by being charged directly to fixed assets leaving no balance to be carried forward against future profits.

Total equity raised by Eurotunnel by the end of last year was £1.025m of which about £575m was held in cash and investments at the year end. The directors do not intend to recommend a dividend during construction. The figures serve to show how much has still to be done.

The Board met on March 25, 1988, under the Chairmanship of Mr. François Grappette, to approve the financial statements for 1987. Consolidated financial statements (in FF million)

	1987	1986	%
Sales	4,936	4,557	+8.3
Net Income (Group Interest)	458	328	+40
% of sales	9.3%	7.2%	
Funds provided from operations (cash flow)	743	600	+24
% of sales	15%	13%	

Given this satisfactory performance, the Board has decided to propose a 12% dividend increase to the Annual General Meeting, due to be held in Limoges in June 13, 1988, i.e. FF 38 per ordinary share and FF 60.80 per preferred share. In view of the interim dividend paid on February 1, the balance, i.e. FF 21 per ordinary share and FF 33.60 per preferred share, will be made payable as from July 1, 1988.

## legrand

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## UK NEWS

# Labour's deputy leader garners union backing

BY JOHN HUNT

**SUPPORTERS** of Mr Roy Hattersley in his bid to retain the deputy leadership of the Labour Party last night declared that their campaign was "looking healthy and looking good" after declarations of support from trade union leaders over the Easter weekend.

They were particularly happy at the numbers of unions which will have a ballot of their members or take soundings of opinion among the ranks and files.

They believe that this will favour Mr Hattersley, the present deputy leader against his two contenders, Mr John Prescott, the party's energy spokesman, and Mr Eric Heffer, the leftwing MP. It is conceded in Mr Hattersley's camp that his contest against two contenders will be much tougher than the leadership battle that Mr Neil Kinnock faces against Mr Tony Benn, the following MP.

Those unions which are expected to ballot include the Amalgamated Union of Engineering Workers, the National Union of General, Municipal, Boilermakers and Allied Trade Unions, the National Union of Public Employees and the Union of Communication Workers.

The unions carry 40 per cent of the vote in the electoral col-

lege, the constituency parties 30 per cent and the parliamentary party 30 per cent. The Transport and General Workers, the union with the most votes in that group, has not yet decided its position, although Mr Ron Todd, its general secretary, has pledged his support for the Kinnock/Hattersley ticket.

The Hattersley analysis is that last week's entry of Mr Prescott in the race gave the campaign "more bite" and gained the new contender considerable publicity.

But the Hattersley workers feel the initiative is now back with them.

However, this is denied by Mr Prescott, who has so far publicly supported the candidacy of his own union, the National Union of Seamen. He said last night that he was quite happy for the unions to ballot their members and believed that this would favour him as much as Mr Hattersley.

"It will be a six month haul," he said. "I am happy at the way our case is being presented and consider we should get a very comfortable result."

Meanwhile, Mr Benn will make his most hard-hitting speech of the campaign tonight when he is expected to attack what he terms the "authoritarian" style of the Labour leadership.



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Announcement of Adjusted Conversion Price

Pursuant to Clause 6(10) of the Trust Deed dated 15 November 1983, notice is hereby given that the conversion price of the above Bonds will be adjusted from S\$8.34 to S\$6.95 for one share of S\$1.00 each in the Company following the proposed allotment of shares by the Company to its shareholders by way of a Bonus issue of one new share of S\$1.00 each credited as fully paid for every five shares of S\$1.00 each held by shareholders registered in the Register of Members as at the close of business on 10 May 1988.

The conversion price of the Bonds into shares in the Company at the rate of S\$6.95 for one share of S\$1.00 each shall be applicable with effect from 19 May 1988.

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Pursuant to Clause 6(9) of the Trust Deed dated 17 December 1988, notice is hereby given that the conversion price of the above Bonds will be adjusted from S\$8.05 to S\$7.54 for one share of S\$1.00 each in the Company following the proposed allotment of shares by the Company to its shareholders by way of a Bonus issue of one new share of S\$1.00 each credited as fully paid for every five shares of S\$1.00 each held by shareholders registered in the Register of Members as at the close of business on 10 May 1988.

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iii) Deloitte Europe Limited, Condor House, 14 St Paul's Churchyard, London EC4M 8SD.

Eric Short looks at the Government's Do-It-Yourself approach to pension schemes

## Retirement in a brave new world

FROM TODAY employees will no longer be required to belong to their employer's company pension scheme as a condition of employment. Membership will be voluntary.

This is one of a number of radical changes in the Government's brave new pensions world brought about by the 1986 Social Security Act which comes into effect today. The Government has two underlying objectives behind these changes:

- The well-publicised policy of giving people wider choice in their pension arrangements.
- To reduce the role of the state in pension provision.

The second objective is achieved by sharply reducing the benefits provided by the state earnings-related pension scheme (Serps).

The Government had intended to phase out Serps. However, following widespread opposition, it confined itself to reforming the benefits, presumably with the intention that, after other changes, so few employees would remain in Serps that it could be wound up later. All employees qualify for the basic state pension scheme.

The ending of compulsory membership of company schemes means that employees have the

final decision in their pension arrangements above the basic state pension and their wider choice offers three options:

- Serps.
- Company pension scheme.
- Personal arrangements.

An employee who does not exercise a choice is, by default, in Serps. However, these choices are not mutually exclusive. An employee can combine all three choices if desired.

The act introduces the new personal pension, which employers can use to make their own pension arrangements outside the company scheme and outside of or on top of Serps.

Indeed, almost all attention on the changes has been focused on the introduction of personal pensions for employees, though this is just one important aspect.

However, because of the delay in the implementation of the Financial Services Act, the new style personal pensions will not be available until July 1. But employees will be able to make arrangements for the beginning of the tax year.

The danger facing the Government in achieving its objective of reducing state involvement is that employees will be in Serps simply through inertia. So, a "stick-and-carrot"

approach has been adopted by the Government - the stick of the trade unions which are opposed to personal pensions.

Surveys by the Confederation of British Industry show that most employers will not contribute to a contracted-out scheme for two or more years.

Employees opting to remain in the company pension scheme are not debarred from making some extra pension arrangements on a personalised basis through free-standing additional voluntary contribution schemes, the forerunner of the changes having been available since last October.

Employers can now contract out of Serps on a money purchase basis, in addition to the previous salary-related basis. The Government hoped this would encourage the establishment of industry-wide schemes. While employees have the right to opt out of a company scheme, they have no right to re-enter. Neither do employers any obligation to contribute to an employee's personal pension other than the legal minimum required to contract out of Serps.

These factors are left entirely to the discretion of employers. All indications are that employers generally are taking a hard line towards employees who intend to leave the pension

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High Low	Company	Price	Change	Gross div (\$)	Yield %	P/E
206 135	As. Brit. Ind. Ordinary	194.5d	0	8.9	4.6	7.3
207 145	As. Brit. Ind. CULS	194.5d	0	10.0	5.1	-
41 25	Armitage and Roots	29	-1	2.1	7.4	8.5
108 100	BSB Design Group (ISMD)	52	-1	2.9	5.7	27.0
126 95	Bry Tandy Group	126	-1	4.7	3.4	11.0
261 135	CCL Group Ordinary	258	-2	11.5	4.5	6.0
147 91	CCL Group 11% Conv.Pref	130	-1	15.1	11.6	-
171 135	Carvertonen Ordinary	130	-1	5.4	4.1	11.3
184 91	Carvertonen 7.5% Pref	103	-1	10.0	10.0	-
215 87	George Blair	215	-1	3.7	1.7	6.0
124 85	George Group	67	-1	3.4	5.0	-
164 59	Imperial Group	65	-1	3.4	5.2	9.7
780 300	Multibank HV (Amex)	330	0	10.4	3.2	12.1
91 41	Robert Jenkins	41	-1	0	2.4	-
124 30	Scruttons	124.00	0	5.5	4.4	31.8
224 67	Torday & Carlile	165	-1	6.8	3.3	9.6
71 32	Trevor Holdings (ISMD)	65	-1	2.7	4.2	7.0
248 140	W.S. Yester	248	0	16.0	6.2	51.3

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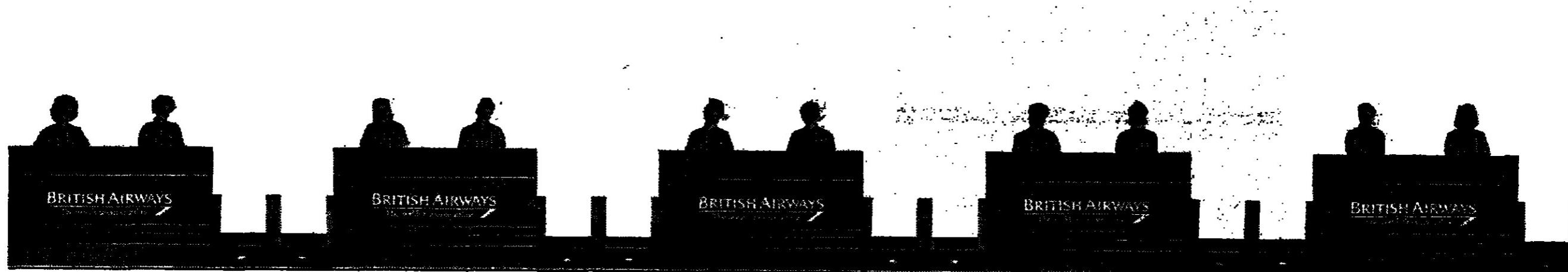


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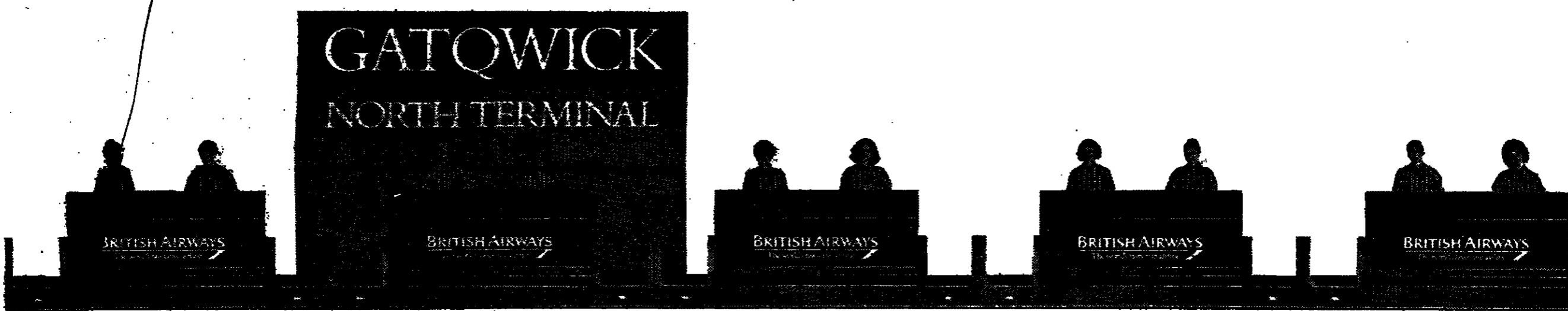


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## MANAGEMENT

## Fund management

## Baillie Gifford gives stability a hard sell

James Buxton on the Edinburgh company's revitalised strategy

**THE WEEK** last October which began with Black Monday happened to be rather a good one for Baillie Gifford, one of Edinburgh's leading fund management companies. On Black Monday itself it made a presentation of its investment management skills to a major (unnamed) pension fund client.

Two days later the presentation team members were drinking champagne to celebrate their victory in the contest, gaining the management of a fund then worth £50m (though the crash took it down to £175m) - Baillie Gifford's biggest pension fund client so far.

To the outside world Baillie Gifford presents an extremely conservative impression. It is housed in a Georgian building just off Charlotte Square in Edinburgh and the front door still bears the brass plate of the firm of solicitors (founded in 1908) which later gave birth to the investment management house. As recently as 1982 four-fifths of the £50m worth of funds it had under management were in the original staple of Scottish fund managers, investment trusts.

### Pension money rose elevenfold

Since then, however, the amount of pension fund money under management has risen elevenfold from £10m to £1.12bn, now accounting for 55 per cent of Baillie Gifford's total funds under management of £2.03bn - with investment trusts now accounting for 40 per cent and with exempt funds and unit trusts making up the remainder. Although the long bull market accounts for part of the increase in the value of pension funds under management, the number of individual funds under management has grown from 14 to 41 since 1982 and the number of staff has increased from 45 to 101.

Yet compared with the upheavals that have taken place in financial institutions in the City of London in the past three years, that may not seem a very dramatic change. Furthermore, the core staff at Baillie Gifford has remained extremely stable, with the partners and senior execu-

tives - most recruited from university and trained in-house - having been with the company for an average of 14 years.

The fundamental change, according to Gavin Gemmell, the senior partner responsible for pension funds who has been with Baillie Gifford for 24 years, is that the company has changed its attitude to itself. "In the past we didn't perceive ourselves as managing a business. We considered ourselves more like a firm of solicitors managing our clients' affairs without much focus on running those of our own."

The change in the way the business was run came in the early 1980s. It was then that the company realised that it had to win more business in the field of pension fund management, which was rapidly becoming the biggest single category of institutional investment. Baillie Gifford already had several advantages: it had a generally good investment performance record, with particular success in the Japanese market. It had stuck rigidly to a fundamental approach of choosing stocks with a view to making a lot of money over a two to three year period, rather than going for rapid results.

Big Bang in 1986 also gave Baillie Gifford - and Scottish institutions in general - some major potential assets. The trustees of many corporate pension funds and charities became wary of the big financial conglomerates which were being formed in the City of London. "It's not just Citiwest walls and all that," says Gemmell, "but the disruption of personnel caused by mergers and splits, the rapid turnover of staff and whole teams leaving."

The two factors have made many pension funds look to independent managers to manage all of their funds, or to take control of a section of them.

The stability of Baillie Gifford's personnel compared with larger institutions and even some independent fund managers becomes a major advantage. The client wants to know that the people he meets now will be around in three years' time. We can't guarantee the future, but as a partnership we are part owners of the business and it's what we want to go on doing," says Gemmell.

Being in Edinburgh adds to the sense of independence because of the city's remoteness from the hurly-burly of the London market.

Charles Plowden, a 27-year-old Englishman who joined Baillie Gifford straight from Oxford and handles UK equities, does not feel that being in Edinburgh is at any disadvantage in fund management: "It's not necessary to sit in Bills Brothers (a wine bar in the City of London) to get the gossip. Your friends can telephone you. Anyway we discourage that sort of short-term approach to investment. It doesn't matter whether you buy a share at 100p or at 101p; you're expecting it to go up to 300p."

But Baillie Gifford's detached, rather intellectual approach to life - many of its staff seem to be thoughtful, undemonstrative people - may have lent itself to successful fund management but did not make the company naturally gifted at marketing. Gemmell says that Baillie Gifford received a shock when, about three years ago, it made a presentation to a potential pension fund client with which it already had good connections and failed to win the contract. It made a major effort to improve its marketing.

The trustees of British pension funds normally go through a small number of firms or acquirers when they are seeking new fund managers. Though the fund managers can and do try to maintain good contacts with the actuaries, their only chance to impress the client himself is when they make a presentation during the "beauty contest" that preceded the selection of a new fund manager. The presentation, which rarely lasts more than an hour, is crucial.

The pitch has also become hotter as Baillie Gifford increasingly found itself competing with several other independent fund managers roughly similar to itself rather than with a major London conglomerate, so that its special features had to be highlighted more sharply.

"We find we were doing OK with small groups of people but less well in big meetings with, say, 15 people. But where we were in competition with six or seven other fund managers we



Gavin Gemmell: made major effort to improve marketing

were wrongly expecting them to have read the material we had sent them in advance.

The arguments the clients were hearing tended to sound the same. We may have sounded rather bland," he admits. "We had to emphasise what was different about us," namely the calibre of Baillie Gifford's staff and their continuity of service. Furthermore, "we were coming up against companies such as Garde (the London-based independent fund managers) and Murray & Johnstone of Glasgow who had sooner than we had."

### Tightened up presentations

Baillie Gifford therefore embarked on a major effort to tighten up its presentations, partly with the help of Brian Malcolm who moved to Edinburgh after 17 years in the City to be the company's first full-time executive responsible for marketing.

The fund managers and analysts making the presentations were fully rehearsed before going on stage. Flip charts (furnished by distributed photocopies) were introduced to emphasise the main points that Baillie Gifford wanted to get across to the client. Big efforts were made to tailor the presentation to the client's

needs. The presentation team cut the time it talked to as little as 20 minutes out of the hour's presentation, leaving the rest of the time for questions.

The outcome was a dramatic improvement in Baillie Gifford's success ratio. It found that where it was on a shortlist of five it improved its chances of winning the contract from one in five to one in two. In the past two years it has obtained the management of part of the funds of companies such as United Biscuits and Michelin.

Whereas in 1985 it gained only four new funds, in 1987 it took on 12, and Gemmell believes it is getting more than its fair share of the market.

He thinks Baillie Gifford now has the client management capacity to take on another ten new funds this year, and it is actively seeking new business in the US where it has to make a direct approach to the client. But new business has been slower to come in since the October crash.

At this time of year the activities usually hold fire until they can study the annual ratings of all the different fund managers now being compiled.

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## BIM vote on charter

BY MICHAEL SKAPINKER

**THE BRITISH** Institute of Management is to ask its members whether it should apply for a Royal Charter to become the body responsible for granting individuals the title of Chartered Manager.

The concept of the chartered manager is the brainchild of the Council for Management Education and Development (Mead), which was set up last year by the BIM, the Confederation of British Industry and the Foundation for Management Education.

The organisations involved were responding to two reports on British management education, both of which called for the establishment of a national qualification.

In addition to any other professional or vocational training they might follow, young British managers will be encouraged to pass a series of theoretical examinations and practical tasks to acquire the title of Chartered Manager.

The BIM, supported by the other organisations involved, is proposing that it should become the body responsible for supervising the national qualification.

The organisation's 73,000 members will be asked whether they approve of the institute taking on this new role. Following this consultation exercise, the BIM's annual general meeting in September will be asked to vote on a proposal to transform the organisation into the British Chartered Institute of Management.

The chartered manager idea has some heavyweight names behind it. Bob Reid, chairman of Shell UK and of Mead, has welcomed the BIM's decision to play a central role in developing the qualification.

Derek Horobin, chairman of Rank Xerox UK, and Leonard Peach, chairman of the National Health Service management board, also occupy prominent positions in Mead.

Other managers and educators have questioned, however, whether the establishment of a Chartered Institute is the best way to go about improving the standards of British management education. They fear that the qualification might be too rigid and bureaucratic.

Even some of those involved in Mead worry that young managers will find the idea of doing a Masters of Business Administration degree more attractive.

## Types of manager

### A dearth of good all-rounders

BY MICHAEL SKAPINKER

ARE YOU A Godfather or an Ostrich? A Politician or an Eager Beaver? Do you thrive on conflict or do you avoid it?

Many writers have tried to define the various categories of managerial personality. The latest attempt comes from J.S. Nominoya, who has had plenty of time to think about the subject.

During his 27 years at Ford, Nominoya has held a variety of middle, research and middle management positions. As part of a research team in the 1970s, he spent weeks observing managers in other companies in the oil and motor industries.

In his experience, few managers are up to the job. Indeed, most of those I have known lacked what I consider the most basic requirements for effective management - an understanding of the human condition and an appreciation of people," he writes in the latest issue of the Harvard Business Review.

Most managers are selected on the basis of their expertise in a non-supervisory position. They tend, says Nominoya, to display one or seven, generally unsatisfactory, management styles:

• The Godfather. Still in the prevalent style, despite all the current talk of participative management. Godfathers demand complete loyalty from their employees and thrive on confrontation with outsiders. They expect their subordinates to stand at the ring side and cheer for them.

Groups led by godfathers are goal-oriented and are known for getting things done. But they do not always act in the interests of the organisation as a whole.

• The Ostrich. Ostriches love the status quo, dislike conflict and unpleasantness, and hope that problems will simply go away.

Ostriches are more worried about the opinion of their superiors than about the morale of their subordinates. Their subordinates, in turn, often lack initiative and imagination.

• The Do-It-Yourselfer. Do-It-Yourselfers want to carry out every task themselves, particularly the more important ones. They rarely delegate. Their motto is: "If you want a job done do it yourself." Their illness of departure can bring about the collapse of an entire department.

• The Detailer. Detailers want to know about every aspect of

their employees' work. They, too, find it difficult to delegate. When they do, they bicker over their employees constantly to make sure they come to the right decision.

• The Politician. We all like working for Politicians because they tell us what we want to hear. Their own superiors like them for the same reason. Unfortunately, says Nominoya, Politicians tend to overdo it. A colleague of his received a note of congratulation from his Politician boss in one year. "No one looks forward to the 38th instalment," he says.

• The Arbitrator. Arbitrators are good at handling large groups of people and at resolving conflicts. But they are so friendly with their subordinates that they find it hard to crack down when the going gets rough.

• The Eager Beaver. They create so much work that they disrupt the smooth functioning of their organisations. Eager Beavers measure their worth by the number of letters and reports they generate. They expect their subordinates to work overtime and occasionally on weekends.

• Combination

Each of these styles has something to offer an organisation, Nominoya says, but not one of them. Good managers use a combination of styles.

An effective manager is sometimes a Do-It-Yourselfer, often an Arbitrator and occasionally even an Ostrich," he says. "After 27 years,

I think I know good managers when I see them, and I think I know what it is they do. I even think I know how to train them."

Most subordinates know who the good managers are, he says.

The problem is that people seldom ask them. When companies hire new managers, they usually ask or refer to the candidates former employers.

If companies really want to know whether managers can manage, why not ask for references from their former subordinates? "Unlike old bosses who often write complimentary letters on behalf of people they were happy to see go, old subordinates are likely to say what they mean," Nominoya says.

• The Detailer. Detailers want to know about every aspect of

the organisation's work. Not

so, for instance, the personnel director, although even he should ensure that proper financial information is available and has been properly reviewed and reported, including management accounts and cash-flow forecasts.

A person or body giving only professional advice in accordance with which the directors act will not be deemed to be a shadow director against whom the provisions may be used. Nevertheless, any recusing bank must take care to simply monitor and not direct or instruct. Likewise, venture capital companies monitoring the performance of a company must exercise caution. Parent companies are not exempted and its dealings and relationship with a subsidiary will almost inevitably require steps to be taken by the parent to minimise the loss to creditors, should the subsidiary go into insolvent liquidation. There are serious implications for auditors in this respect and they will have

## BUSINESS LAW

### New pitfalls for directors

By Barry Donnelly and Martin Piers

FRAUDULENT trading now has a more easily satisfied younger brother - wrongful trading - where dishonest intent no longer need be proved. Now, not only the fraudster but also the honest incompetent and the unjustified optimist may be personally liable to contribute to the company's assets. Reasonableness rather than optimism will decide the fate of a director.

Although wrongful trading remains an unknown quantity in the sense that there is as yet no practical experience with the application of the law - the dangers which it represents for company directors are more than clear. It is not only the director himself who is at risk but also the person upon whose instructions or directions he is accustomed to act - that is, any shadow director. Banks, venture capitalists, parent companies and auditors are therefore among those potentially at risk.

The new provisions of the Insolvency Act 1986 apply where, after April 28 1988, a company goes into insolvent liquidation and where, at some time before the commencement of the winding-up of the company, a director at that time knew, or ought to have concluded, that there was no reasonable prospect that the company would avoid going into insolvent liquidation. The objective test is akin to that of negligence, not dishonesty, and that in itself should cause alarm.

The statutory defence provides scope for much debate. If the court is satisfied that a director took every step which he ought to have taken to minimise potential loss to the creditors from the time when he knew, or ought to have concluded, that insolvent liquidation was inevitable, he will escape liability. Parliament refused to insert the word "reasonable" into the phrase "every step". Nevertheless, Lord Denning was of the opinion that the courts would insert "reasonable", whether it was included in the statute or not. Otherwise, a director could be caught by failing to take steps which he did not realise he ought to have taken. It remains to be seen whether Lord Denning is proved correct.

But what are the relevant steps? Resignation in itself will not be sufficient, since the point at which a director ought to have made his conclusions is likely to have passed. Resignation does not protect creditors or minimise their loss. The director's duty will include persuading his col-

leagues to accept that things have gone seriously wrong and that the advice of lawyers and auditors should be sought. Directors will be shocked when, instead of being advised to resign, they are told that they must address the problem and endeavour to effect the best cure possible, perhaps by the use of the new administration procedure (should a debenture holder not block such a move) or a voluntary arrangement with creditors. The director who is unable to be best advised to ensure that his views are listened to or circulated if the full board is present, before tendering his resignation.

The impact of the new offence does not end there. A further serious change in the law has taken place in relation to the standard of behaviour demanded of a director. This appears to require more than is reasonable according to his particular knowledge and experience. A director

is expected to exercise reasonable skills which may be over and above those he actually possesses. The objective part of this two-fold test seeks to establish the ideal company director, a multi-headed creature who can be adapted to different types of companies. The new offence covers functions which a director does not carry out but which he has been entrusted to him by reason of his office. Bearing in mind the new objective test, directors are best advised to carefully examine their own position within the company and to ensure that their functions are clearly and properly defined and evidenced, whether in a service contract or board minute.

The test of insolvency under the wrongful trading provisions is the balance sheet test of liabilities plus expenses of the winding-up exceeding assets. A mixture of objective and subjective tests governing directors' actions suggests that those most at risk are managing or financial directors and those with financial qualifications. These directors will be exposed to spot the red lights first. A non-executive director sitting on the board because of his financial qualifica-

tions will be equally at risk. Not so, for instance, the personnel director, although even he should ensure that proper financial information is available and has been properly reviewed and reported, including management accounts and cash-flow forecasts.

While these potentially grave dangers pervade, insolvency practitioners from leading accountancy firms anticipate that the ultimate sanction, personal liability to contribute to the company's assets, may rarely arise. This

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## How best to find out what managers need

BY MICHAEL DIXON

THE CHART was flashed on the screen for only a few seconds. It was nevertheless there long enough to cause surprise among the 150 people at the conference. "I hadn't realised things had gone so far," the man beside me gasped.

What we saw was a complex of tiers of boxes linked by lines, resembling an electrical wiring plan. But while it did not have the appearance of something likely to affect anyone's personal fortunes, it could well represent the shape of things to come for readers employed as managers in the United Kingdom, at least.

The reason is that the chart shown during the conference at Ashridge Management College last week was the blueprint of a newly devised professional structure for managerial work in Britain. The aim behind it is that promotion up the management ladder should be granted only to people who have been trained and tested in a variety of so-called "competences", of which a premier example is effective communication.

That example is not without a touch of irony. For the chart which created surprise at the conference was drawn up by a body called the Council for Management Education and Development. And the people who received the surprise are members of a body called the Association for Management Education and Development. In devising the blueprint, therefore,

the Council for Management Education and Development apparently failed to communicate effectively with the Association for the same thing.

The inference for people who merely work as managers in Britain seems clear. It is that if they have views on the matter, they would do well to send them quickly to the said council care of Shell UK, Shell-Mex House, London WC2 0DX. Otherwise they are apt to have the training and testing structure thrust upon them without their ever being consulted at all.

In which case, while they will owe their immediate thanks to a group of some 170 organisations whose evident leader is Shell, a nod of gratitude will be due to a certain branch of Government in London. A good deal of the impetus and much of the money behind the scheme to raise management to a public profession have been supplied by the Manpower Services Commission.

It also looks likely to have a fair amount of working capacity to devote to the project. The youth unemployment problem, which the commission was created mainly to tackle, is scheduled to disappear over the next few years as the number of older teenagers in the UK falls sharply. So if the project goes through, and the commission becomes the prime governmental

body responsible for management training, it will truly have come of age.

There can be no denying that the commission has achieved some good results so far. Besides the youth training schemes it has seeded, many of which have worked well, it has implanted much needed practical studies into Britain's over academic secondary schools. Its scheme to induce universities and polytechnics to pay greater heed to developing economically useful skills is also definite

Now it would surely make sense for somebody to ask: "Is there an electrical engineer - or a lawyer or even an accountant - in the house?" The reasons are twofold. One is that the skills involved are so well defined that, if a sudden need for them arose, pretty well anyone trained in the field could cope. The other reason is that, given some minimal equipment, the person concerned could deal with the emergency regardless of the environment in which it arose.

But if someone asked: "Is there a manager in the house?", there would be only one sensible reply, to wit: "What sort of manager?

### Circumstances

Management embraces too great a variety of activities for just anyone who works in the field to supply the particular managerial skills required in any given situation. What is more, managers' competence often depends on the circumstances in which they are employed. Many of them have been reduced from effectiveness to uselessness by even a small change in their working environment.

Those same features also give rise to my second qualm about the scheme being pursued by the Shell-based council and the Manpower Services Commission. Their plan is evidently to break down managerial proficiency into a series of "competences", well enough defined for people to be

trained and tested in each one, and impose the whole caboodle from the top down as a means of deciding who is fitted to take on what degree of management responsibility.

I have no doubt that it could be done. For example, research by the Institute of Manpower Studies has shown that many big organisations already have "skill languages" made up of terms for particular elements of managerial competence. Often, too, the languages of separate companies use the same terms like "effective communication" and "leadership". The trouble is that each organisation tends to attach a different meaning to them.

"If we ask 'Is there a shared language for management skills?', the institute says, "the answer seems to be yes at the level of expression but not at the level of meaning".

So although I do not question that the proposed hierarchy of competences could be formulated and implemented especially with the aid of a bit of best British bureaucracy, I severely doubt that it could be done usefully.

The institute seems similarly sceptical about the wisdom of such a top-down imposition of a professional structure. Its study report concludes as follows:

"Good managers themselves understand more about the skills they have to use than do politicians, educators or captains of industry (who are very

### Peculiar

In ordinary circumstances, the meaning of those words is clear enough to need no explanation. But today it is important that the message should get across to the professionalising faction which, on the evidence of last week's conference, has a somewhat peculiar view of what constitutes effective communication.

So for the ears specifically of the Council for Management Education and Development and Manpower Services Commission, what the research institute - and, incidentally, the jobs column - are saying is this:

If you want to find out what practising managers need to learn to improve their results, you'd better humbly to ask them that haughtily tell them.

\*What makes a manager, by Wendy Hirsh and Stephen Bevan, Institute of Manpower Studies (Mandell Building, University of Sussex, Falmer, Brighton, Sussex BN1 9RF), £21.

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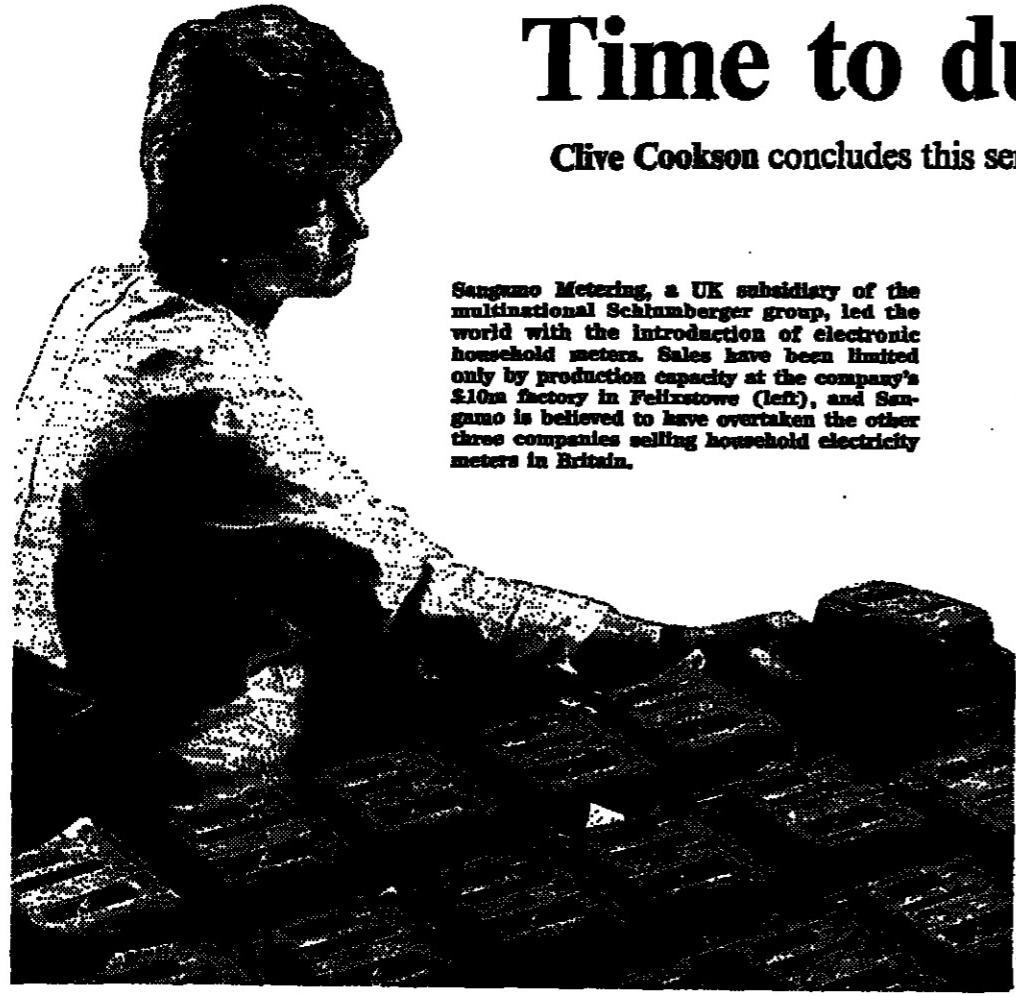
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## TECHNOLOGY

# Time to dump the old Ferraris

Clive Cookson concludes this series by examining electricity's march towards advanced electronics



**Sangamo Meterring**, a UK subsidiary of the multinational Schenberger group, led the world with the introduction of electronic household meters. Sales have been limited only by production capacity at the company's £10m factory in Feltham (left), and Sangamo is believed to have overtaken the other three companies selling household electricity meters in Britain.

BRITAIN is leading the world in introducing an entirely new electronic type of meter to measure households' electricity consumption. The new meters, in which the traditional spinning aluminium disc is replaced by electronic circuitry, are already installed in 200,000 homes throughout the country.

Statistics from the Department of Trade and Industry show that UK manufacturers sell about 2m electricity meters per year. Their value is rising fast, from £46m in 1985 to £55m in 1986 and £76m in 1987, and this trend will be maintained as long as the electricity boards continue to invest in sophisticated new electronic meters.

There are no reliable statistics for the world meter market. But George Brower, managing director of Polymeters Response, a new electronic meter manufacturer, says that his market research shows that worldwide sales of solid-state meters could exceed \$4.5bn a year in the 1990s.

A recent report from the Japanese Ministry of International Trade and Industry gives a similar figure.

Electricity utilities around the world are beginning to install electronic meters in factories and offices but it is only in Britain that they have been put into large numbers of houses.

Electricity boards are replacing the country's 1.5m coin-in-the-slot meters with cashless prepayment meters. Over the last three years, they have installed about 200,000 new meters, which accept electronic tokens instead of 50p or £1 coins, and coin meters are likely to have disappeared entirely by the mid-1990s.

## UK locks out the cash raiders

THE UK electricity boards are replacing the country's 1.5m coin-in-the-slot meters with cashless prepayment meters. Over the last three years, they have installed about 200,000 new meters, which accept electronic tokens instead of 50p or £1 coins, and coin meters are likely to have disappeared entirely by the mid-1990s.

The boards started their replacement programme mainly because coin meters are so prone to theft. Research by the Home Office Crime Prevention Unit shows that on low-income housing estates, where coin meters are concentrated, half of all burglaries involve breaking into the meter's cash box.

All four UK meter manufacturers make cashless prepayment meters, which charge for the electricity as it is consumed and at the same time collect any debt owed to the board at a fixed weekly rate. (The boards now offer prepayment meters to customers who do not pay their bills on time, as an alternative to dis-

connection.) There is also an emergency credit button which allows the consumer an additional 65 worth of electricity if he runs out of tokens.

Two different types of electronically encoded token are in use: the card and the key. The first card system was introduced by Landis & Gyr; it used the same optical encoding technique as the company's highly successful Creditaphone but did not prove popular with the electricity boards. Rival card systems made by GEC, FML and Sangamo, which use magnetic encoding, have been more successful.

Consumers buy the cards in £1 units from electricity board showrooms and offices or from vending machines. When they are inserted into the meter they become demagnetised and are thrown away.

The key system developed by Sangamo and adopted by the London Electricity Board is more advanced. Unlike the throw-away cards, the permanent key carries information between the meter and the electricity board. It has a small memory chip embedded in a key-shaped plastic shaft, which transfers credit to the customer's meter.

When the customer takes the key to the vending machine to be recharged, it carries back the latest meter reading, which is transferred to the electricity board computer. The board can also use the key to change tariffs automatically on the meter or to change the rate at which it collects debts. This two-way communications facility means that electricity board staff have to make fewer visits to read or adjust meters.

Such electronic devices offer several advantages over the traditional electromechanical meter, known as the Ferrari disc meter, which has dominated electricity measurement for 100 years. Their microprocessor give utilities the opportunity to introduce more complicated multi-rate tariffs which relate the price paid by the consumer more closely to the cost of generating electricity. And electronic meters are more easily linked to communications networks for the purposes of load management and automatic reading.

Electronic meters are already cheaper to manufacture than

electromechanical meters if they are designed to measure consumption according to two or more tariffs. Although the most simple type of domestic meter, the "single-phase single-tariff meter", is still slightly more expensive in electronic form, most people in the industry say it will soon become cheaper.

Indeed the UK electricity boards are willing to pay a slight premium for electronic meters because they are far harder to defraud than traditional meters. Meter fraud is a serious though little publicised problem. The London Electricity Board officially estimates that customers who fiddle their meters demand it or save a year, or five per cent of total revenue. But many LEB staff believe that the actual loss is considerably greater.

Most people cheat by interfering with the meter's rotating slu-

mechanical meters have done 45 years or more. It would be a brave man who would say that electronic meters will last as long."

The company that has led the way in the introduction of electronic household meters is Sangamo Meterring, a UK subsidiary of the multinational Schenberger group. Its first thousand electronic meters were installed in East Midlands homes at the end of 1984. Since then Sangamo has sold about 200,000 electronic meters to the UK electricity boards, either as simple meters or as prepayment "budget meters" (see article below).

Schenberger chose the UK as its test bed for developing and manufacturing electronic meters. The company built a £10m automated meter factory in Felixstowe, Suffolk, and it is now spending £1.5m a year on research and development there.

Charles Bow, marketing manager at Sangamo Meterring, says sales of electronic meters are limited only by the factory's production capacity. In the UK market Sangamo is believed to have overtaken the other three companies selling household electricity

meters. The three competitors have undoubtedly received a jolt from Sangamo's success and are scrambling to develop their own electronic meters. They are:

- GEC Meters, based in Stone, Shropshire - the largest UK manufacturer. It is very strong in industrial as well as household electronic meters and has a large export business.

- Landis & Gyr, based in Acton, West London - UK subsidiary of the Swiss Landis & Gyr Group, the largest worldwide manufacturer of electricity metering equipment. Its export trade from the UK to Commonwealth countries is substantial though not as large as GEC's.

- FML, based in Oldham, Greater Manchester - formerly Farnell Measurements. Siemens of West Germany bought 50 per cent of the company in 1978 and FML became a wholly owned subsidiary of Siemens in 1985. Until then it was clearly the weakest of the four UK meter manufacturers, but Siemens has recently invested a lot of money to improve FML's product line and manufacturing plant, and turnover increased sharply from £7.8m in 1985 to £17.2m in 1987.

- FML and Sangamo have a large number of our electro-

greater manufacturing flexibility than GEC and Landis & Gyr because they do not export large numbers of traditional Ferraris discs meters. With the help of large investments by their multinational parent groups, FML and Sangamo have been able to concentrate on developing electronic meters in the UK.

Tim Sheppard, managing director of FML, says his company will be launching electronic two-rate meters later this year. Unlike Sangamo, FML will not sell electronic meters on their own. Each meter will be combined with a time switch or radio timeswitch in a single unit. As Sheppard points out, any two-rate meter must have some form of switching between tariffs; traditionally the time switch is a separate unit but modern electronics makes it simpler to integrate the meter and switch.

The Calmu has an interesting history. It originated in a project sponsored by the Electricity Council to investigate automatic meter reading and load management in the early 1980s. After a successful field trial of three hundred prototype units, John Fielden, the electronic design engineer who had done the main design work, set up his own company Polymeters to commercialise the Calmu.

Last month Polymeters merged with another small industrial metering company, Response, and the new group will launch the Calmu next month. It forecasts annual sales of 25m to 50m within three years.

Meanwhile, the Electricity Council continues to pursue the project independently, working with Mullard, a UK subsidiary of the Philips electronics group. Their latest product, called the Emu (for Energy Management Unit), will be tested in 700 homes later this year.

Colin Richardson, who is in charge of the project at Mullard, says the company will continue to develop computerised metering equipment - which would fit in well with Phillips' work on the "smart house" of the future - but it has not decided when to enter the commercial market.

Richardson warns that there will not be as much room in the electricity meter market as some people think.

"I believe there's only room for five companies to supply domestic meters in Britain." He predicts that several newcomers will soon join the four established manufacturers - and some time after that there will be a shake-up.

On March 29 this series examined advances being made in water and gas meter designs. The implementation of remote monitoring devices was covered on March 22.

### Customers who fiddle their meters cost the London Electricity Board over £5m a year

minimum disc, sometimes at considerable risk to their personal safety. The cruder fiddling techniques involve physically stopping the disc by inserting a suitably shaped object through the meter cover. More sophisticated methods use electrical "black boxes". These alter the phase difference between the voltage and current coils which makes the disc rotate; they can even make the disc turn backwards and reduce the reading on the meter's disk.

Electronic meters are immune to these fiddling techniques and they are designed to detect any illegal attempt to subvert them. Even so, the Ferrari disc meter has built up an immensely loyal worldwide following over the past century because it is so reliable and durable. The UK policy is to refurbish meters and return them to service every 20 years. "We have meters going on circuit for the third time," says Peter Leadham, the LEB's plant and equipment engineer. "A large number of our electro-

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#### Notice of Meeting

Meurs. Shareholders are hereby convened to attend the Annual General Meeting which will be held on 19th, 1988 at 3.00 p.m. at the offices of Kredietbank S.A., Luxembourg, 43, boulevard Royal, Luxembourg, with the following agenda:

- Presentation of the reports of the Board of Directors and of the Statutory Auditor.
- Approval of the balance sheet, profit and loss account as of December 31, 1987 and allocation of net profits.
- Approval of the remuneration of Directors.
- Appointment of a new Statutory Auditor for the fiscal period ended December 31st, 1987.
- Action on nomination for election of Directors and a Statutory Auditor for the ensuing year.
- Any other business which may be properly brought before the meeting.

Shareholders are advised that there is no quorum requirement for all items of the agenda and the resolutions thereon will be passed at the close of the meeting of the shareholders present or represented at the Meeting. Each share is entitled to one vote.

In order to be valid, all forms of proxy must reach the registered office of the company at least one day before the date of the Meeting.

The Board of Directors

**FINANCE - ECU  
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Messieurs, les actionnaires sont priés d'assister à l'Assemblée Générale Annuelle

qui se tiendra le 15 avril 1988 à 10.00 heures au siège social,

2, boulevard Royal, pour délibérer sur l'ordre du jour suivant:

1. Rapport du Conseil d'Administration et du Commissaire.

2. Approbation des Actifs Net et de l'Etat des Opérations au 31 décembre 1987. Attestation de la vérification de l'Etat des Opérations et du Conseil d'Administration et du Commissaire.

3. Autorisation à l'Assemblée d'élire des Directeurs.

4. Remunération des administrateurs.

Tous actionnaires devant être présent sur représentation à l'Assemblée Générale Annuelle dans les deux derniers jours avant leur arrivée à la Banque Internationale à Luxembourg, 2, boulevard Royal, L- 2953 Luxembourg.

Le Conseil d'Administration

**B.A.L.**  
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The rate of interest applicable to the interest period from March 21st until up to September 18th, 1988 will be determined by the reference agent at 7.75 per cent per annum namely U.S.\$ 387.40 per Note of U.S.\$ 5,000.

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In accordance with the provisions of the Note, notice is hereby given that the rate of interest for the fifth period 31st March, 1988 to 30th September, 1988 has been fixed at 7.375 per cent per annum.

On 30th September, 1988 interest of U.S.\$ 7.49 per U.S.\$ 1,000 nominal amount of the Note and U.S.\$ 1.00 per U.S.\$ 1,000 principal amount of the Note will be due against coupon No. 15.

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## ARTS

Television/Christopher Dunkley

# The writer who went out into the cold

Whatever became of John Hopkins? The question arose at the beginning of Easter week during a pleasant evening initiated by Christopher Bland, former deputy chairman of the IBA and now chairman of LWT Holdings. Why not, he had said, have some dinners where the subject of discussion was not – as usual – the dreariness of so much television, but rather the excellence of certain programmes. Somebody could kick off the evening with one or two clips from whatever they admired most, backed up by a few explanatory words of enthusiasm... and how about the FT's television critic for the first dinner?

Having narrowed the field to drama to make the undertaking manageable, the first production not cast to mind was *Talking To A Stranger*, the quartet of plays written for the BBC in 1983 which did not a dramatic weekend in the life of the Stevens family, each 90-minute drama covering the same events from a different point of view: father, mother, daughter and son. Did the memory play tricks, could it possibly have been as good as one remembered?

Indeed it could. Though 22 years old, made in black and white, and viewed today on a film editor's screen in 10-minute sections, it was still extremely powerfully. With superb performances from Judi Dench and Michael Bryant as the children and Maurice Denham and Margery Mason as the parents, its quality would still look quite outstanding if you repeated it tomorrow, no matter how much colour and electronic technology the surrounding programmes might be exploiting.

My other clips were from *The Voyage of Charles Darwin*, *Mack and Brass*, *Hawthorn* and *The Staging Detection* and I had a fair idea of what was happening today to the authors of all those series. But whatever became of the man who wrote *Talking To A Stranger*, John Hopkins? Did I not realise, I was asked, that even as we sat there, downing LWT's claret, we were missing the second part of Mr Hopkins' spy thriller, *Cyril*?

Having watched the first half of this big-budget tosh on the previous evening, it was almost impossible to believe that it was written by the same man. Then, remembering that Hopkins had been co-adaptor of John Le



Ken Russell: an ABC of passions, prejudices and pejoratives

*'It is one thing for television to mount initiatives trials when the case is beyond the real courts, and quite another when the case could still be taken to law'*

oratories are interspersed with "specials" of several other sorts.

This year the best of these were Ken Russell's *ABC Of British Music* and *The Trial Of Sir Roger Hollis*, both produced by LWT. Russell, an expert not so very terrible, is one of the great wasted talents of television. That a man who is capable of making *A Song Of Summer*, *Egot And Demot Of The Seven Veils* should be footloose around with unremarkable movies for the cinema, plus the occasional pop video, is scandalous.

All credit then to Melvyn Bragg (who, like Russell, served his apprenticeship on *Hiro Hondo's* seminal BBC arts series *Monitor*) for commissioning this

*ABC* which, predictably enough, turned out to be a docty mixture of passions, prejudices and pejoratives that was, above all, highly entertaining. As ever Russell championed the rights of women to be considered seriously as artists and performers while refusing to suppress the fact that he finds their bodies extremely attractive. It is a combination of attitudes which strikes me as perfectly sensible but which seems to infuriate just about everybody else in the modern world.

*The Trial Of Sir Roger Hollis* followed the pattern set four years ago by LWT's *Trial Of Richard III* with only the name of the dead man in the dock but all other functions properly fulfilled: a real judge on the bench, genuine barristers to prosecute and defend, expert witnesses for both sides, and a proper jury who, presumably, really did retire and consider their verdict. Given the circumstantial nature of the evidence provided and the lack of any other sort, it was wholly unsurprising that Hollis was found "not guilty," though it was an occasion when the Scottish declaration of "not proven" might have been more useful.

The enthralling nature of this

programme should, surely, give some pause to Channel 4, which is now planning a television trial of Kurt Waldheim. There was nothing trivial about *The Trial Of Sir Roger Hollis*; it was a perfectly acceptable formula for bringing to television a piece of journalism which, in any other form, would probably have bored most viewers to tears, lasting, as it did, three hours. The courtroom scenario is a peculiarly potent one.

The difference between the two cases is that whereas Hollis is dead and cannot be affected by anything television may do, Waldheim is still alive and certainly can be affected. Moreover, it is one thing for television to mount initiation trials when the case is beyond the ambit of the real courts, and quite another when the case could still be taken to law. That is why it is so worrying to hear that, next Monday, the BBC will start showing the highly doubtful American series *The People's Court* with a view to producing a similar series of its own later.

Channel 4 has already had a go at bringing this series to Britain, and we have seen that its primary purpose is audience maximisation rather than justice. The BBC's press release gives an idea of the flavour, asking: "Would you be prepared to fight your personal legal case in front of millions of TV viewers? Hundreds of ordinary Americans do. In a top-rated, Emmy-nominated series called *The People's Court*, in which Judge Joseph A. Wagner (retired) provides expert and legally binding arbitration on a variety of real-life cases." In order to appear on television the litigants waive their rights to go to a real court.

In this age of obsessive free enterprise perhaps we should not be surprised to find television privatising a bit of the law. Furthermore, series such as *Rough Justice* have for years been setting themselves up in a quasi judicial capacity, but at least their makers could plead a higher motive than simply chasing ratings: they were attempting to right apparent wrongs which nobody else would attend to. No such argument applied to *The People's Court*, which looks like one more indication of television's willingness to throw absolutely anything into the overgrown maw of the ratings mill.

another Stalinist-style personality cult glorification, but it is incorporated, and the head and body don't fit despite the heroic stance.

One earlier work from 1971, called "Red Borodino," has a breath-takingly naive-like sweep to it as a group of five partisans with their determination towards the Bolsheviks, where both red and white banners form an idealistic vision. But something is amiss: the new arrivals are wearing city clothes – stiff black suits – and we only see their backs.

These 21 furtive, fugitive works long locked away in a Moscow studio are just a glimpse into Bulatov's complex artistic sensibility, and the entire creative output of a vital cultural underground. After three decades of being kept under wraps, it's exciting to take a look at what's going on, and one wonders what else there is to see. Perhaps Soviet citizens will be able to share in the discovery.

• This exhibition was reviewed at its original venue at the Kinsthalte, Zürich. The exhibition closed on February 26, but it is currently showing at the Portikus in Frankfurt, until April 24, and will then be shown at the Bonn Kunstsverein and finally the Centre Pompidou in Paris.

Another Stalinist-style personality cult glorification, but it is incorporated, and the head and body don't fit despite the heroic stance.

Cats (Winter Garden). Trevor Nunn's production of *St. Ives*, children's poetry set to trendy music is still a sell-out, visually startling and choreographically inventive (C20 22).

A Cleo Laine (Globe). The longest-running musical ever in America has not only supported Joseph Papp's Public Theatre for eight years but also updated the musical score to reflect the times in which the songs are used as emotions rather than emotions. (C20 22).

Les Misérables (Broadway). Led by Cohen Wilkins, reworking his West End production as Jean Valjean, the magnificent spectacle of Victor Hugo's majestic sweep of history and pathos brings to Broadway lessons in pageantry and drama, if not strict adherence to its original source. (C20 22).

The Mikado (Globe). Those who saw the original at the Victoria in London will barely recognise its American incarnation with its spruced-up stage with new bridges and American songs to distract from the lackluster pop music and trimmings of silly girls. (C20 22).

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Shakespeare's Globe. Even if the plot turns on frothy romance, even if the wit is not always sharp, this is no classic, with forgettable songs and dated badnesses in a stage full of character. But it has proved to be a durable Broadway hit with its marvellous lead role for an agile, engaging and deft actress, Patricia Quinn. (C20 22).

Washington (Globe). The Search for Signs of Intelligent Life in the Universe (Globe). Lily Tomlin repeats her Tony-award-winning solo performance of the crazy people who inhabit her funny and strange imagination. One major segment explores the women's

movement over the past decade. Ends June 26. (C20 22).

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## Women's Works/Liverpool

Susan Moore



Little Foot-Page, by Eleanor Brickdale

AT LAST, a non-manipulative view of women's art. Organisers of previous exhibitions on this theme have scoured museums to select images appropriate to their politics. Jane Sellar has attempted an analysis of the subject matter, patronage and success of women artists by examining three Mansayside collections: the Walker, a major museum which also served as an exhibition forum for the annual Liverpool Autumn Exhibition 1871 to 1928 and for the biennial John Moores Liverpool Exhibition held since 1957, and the Lady Lever and Sudley art galleries, originally private collections amassed in the late 19th century.

The fruits of her researches are published in "Women's Works" a catalogue of the 280 oils, watercolours, prints and sculptures, which range from a disappointing oil on copper attributed to the celebrated sixteenth century Bolonese painter, Lavinia Fontana, to Mary Martin's stainless steel "cross" and canvases by Bridget Riley and Gillian Ayres. These are now on display at the Walker Art Gallery, Liverpool, until April 15.

New museums such as the Walker proved influential and important purchases of contemporary academic art in the late 19th century, and its main exhibition gallery is hung with a series of innovative early acquisitions. A proliferation for female subjects – whether allegorical or history or domestic anecdote – soon becomes apparent as one consequence from Sophie Anderson's Tennysonian heroine, "Elaine" and the Academy gold medalist, Louise Starr's "Sintram" – a knight charged by his mother to protect the weak and repress the wanton. But the myth of Louise Jopling's fastidious housewife – and Dame Laura Knight's delightful suburban vision – gives way to Prudence Clough's very different kind of clutch-sink realism in the 1930s.

The show is not without its surprises or its absurdities. It also prompts the conclusion that most of the best 19th century work was done by artists trained or living abroad. Margaret Hall (1863-1910), who worked in

Paris, emerges as an impressive painter with her dramatic Caravaggesque portrait of Victor Hugo's Faustine. We find Eleanor Brickdale painting meticulous pre-Raphaelite canvases well into this century; her tour de force, painted in 1920, features Leonardo da Vinci demonstrating his model flying machine to the Count of Milan.

Jane Sellar finds no evidence, at any time, for either positive or negative discrimination in the acquisition of women's art. More

revealing still are her statistics. In the first Liverpool Autumn Exhibition of 1871 only 10 per cent of exhibitors were women; in the entry for the first John Moores' exhibition nearly a century later in 1957, and after the battles for equality in art education the proportion was, if anything, slightly less. I can only agree wholeheartedly with the 1957 John Moores prize winner Sheila Felt: "Artists are either good or bad, that is all there is to it."

## Philharmonia/Festival Hall

David Murray

The conductor of Monday's Philharmonia concert was Francesco D'Avila, a dignified and undemonstrative figure about whom we knew little more by the end of the evening than at the beginning. That may be exactly what he would prefer; but it was odd to realise that one could not begin to guess what he might make of other music than the particular repertory pieces he had just offered.

Beethoven's *Leonore* Overture No. 3 was unproblematic – a solid, prosaic run-through, enlivened by a faultless offstage trumpet but not by any evident dramatic kuck. The lead-in to the coda, a simple test of theatrical instinct, generated no suspense whatever, and in general a newcomer to the

speedily, soberly – and just about metronomically. I have never heard a large Schubert work unrolled at such an unyielding pace: not even a tiny breathing space, and the Scherzo run into its "Trio" without a hint of an altered pulse. It was a fascinating experiment, rather like hearing old Klempener playing everything Adagio. Within this rigid format some evident care had been exercised in matters of phrasing and attack, and the violins achieved positively heroic definition all the way through the cruel finale (which was quite exciting). The general dynamic level was higher than need be and even with quadruple woodwinds the oboes often seemed to be playing from offstage.

The surprise of the concert was Schubert's "Great" C major Symphony, which D'Avila took

music would have been surprised to learn that it had anything to do with an opera.

Accompanying Felix Schmidt in the Haydn C major Cello Concerto, D'Avila was faithful and self-effacing, while young Schmidt gave an excellent account of himself: sterling technique, a rich tone in the tone (he is lucky in his Strad), unfailing metricality and energy. Most oddly thin Haydn is hardly demanding; it takes a seasoned performer like Rostropovich really to play with it and one wants to hear Schmidt now in tougher stuff.

The surprise of the concert was Schubert's "Great" C major Symphony, which D'Avila took

considered the proper business of criticism. At his best he has a snark of Hazlitt about him.

In his *Autobiography* (1947) – a golden production from which those phrases are taken (Donald Wright, Hamish Hamilton, pp 326, £12.50).

You would have to search wide to find writing of Neville Cardus's quality in newspapers today. As he observes in a piece called "A Writer's Craft" (1947) from this centenary compilation of (mainly) his Manchester Guardian musical articles: "I suppose it is no longer fashionable for authors and journalists con-

sider themselves in the general creative process... The music critic is not a teacher... his entire concern should be with his aesthetic reactions..."

This is a refreshing and accurate view; but Cardus in his own notices does not, like Samuel Langford, exclusively expatiate on the eternal verities of the art. He invariably transmits a keen awareness of the character and distinction of the performers whose concert he is reviewing, while never descending from the criticism of music (that is, of composers) to the nit-picking of the professional score-reader or the bickering of musical horses.

Mr Wright's selection is very serviceable, though biased strongly toward the symphonic repertoire. (And he abridges constantly without stating an editorial policy.) The first section, "Cardus on the Mancunian," is pure delight. Cardus on Berlioz is impressively defensive. He quickly got the point of both Bruckner and Mahler, though initially doubtful. He is predictably marvellous on Beethoven; and can claim credit for being one of the first to spot Reginald Goodall's Wagnerian gift. He was not dazzled by Karajan (who "worries me as an interpreter"; he tends to endow all composers with the same sound").

In all, it is a rich bouquet of myelinated opinions, a vindication of the critic as celebrant. And it contains one splendidly Mancunian misprint: "I've [sic] seen Beecham's baton fly from his grip high into the orchestral empyrean." That is surely the voice of Cardus.

Paul Driver

## Arts Guide

## Theatre

## LONDON

The Best of Friends (Apollo). John Gielgud makes probably his last appearance on the London stage as Captain Cockrell, a暮气沉沉 curmudgeon and a member of the Communist Party, who elects a new leader – unanimously.

Leontine Breuer is immortalised standing in front of what is alleged to be Crimée, although the scene was actually taken from a postcard of Lake Geneva. At first glance this could be

becomes a highly ironic message to anyone familiar with the country's reputation for shoddy products.

A very recent painting from 1987, called "Unanimous," addresses the political situation more directly. Bulatov uses a newspaper photograph of Communist Party members electing a new leader – unanimously.

Leontine Breuer is immortalised standing in front of what is alleged to be Crimée, although the scene was actually taken from a postcard of Lake Geneva. At first glance this could be

seen as cardboard cut-outs, faceless functionaries exercising rubber-stamp democracy. Almost obliterating the entire surface of the canvas is the word "unanimous" in Russian, in bright red letters.

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## FINANCIAL TIMES

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Wednesday April 6 1988

## Paternalism and pensions

**TODAY MARKS** a revolution of sorts in British pension provision. The implementation of the 1986 Social Security Act means that employers will no longer be able to make membership of company pension schemes a condition of employment. Employees are free to make their own arrangements and, from July, will be able to purchase "personal portable pensions" from a range of financial institutions. The Government is simultaneously cutting back the benefits of the state earnings related pension scheme (Serps) and offering members a financial incentive to go private. The legislative changes are intended to widen individual choice and form part of the drive to create a "popular capitalism".

### Financial penalty

It is doubtful, however, whether personal pensions will take off in the way intended by the Government. The half of the working population already in company pension schemes will face a considerable financial penalty if they opt for personal plans. More than 99 per cent of a sample of companies polled by the Confederation of British Industry say they will not contribute to personal pensions; employees opting out will thus lose employers' pension contributions worth anything from 5 to 20 per cent of salary. Many employers are also warning that employees will lose death in service cover and disability insurance if they make their own arrangements.

The half of the working population not in corporate schemes might seem easier targets for purveyors of personal plans. The cutbacks in Serps, which used to operate as a sort of poor man's occupational scheme, mean that male members will have to work 48 years in order to qualify for a pension of only one-fifth of their average earnings, in other words, it is now impossible to qualify for an adequate state pension. But the fact that such lower-paid employees need extra cover does not mean they will make adequate arrangements of their own. Myopia has always been a fact of life in retirement provision. Personal pensions will not be obligatory and many who find it hard to make ends meet in the present will opt to let the future take care of itself.

In any case, personal pensions have many drawbacks. Unlike

state and company schemes, benefits are not linked to final salaries. Living standards in old age thus depend entirely on the size of savings that can be purchased on retirement with the proceeds of the invested contributions. Nobody needs reminding of the volatility of financial markets in the wake of last October's stock market crash or of the unpredictability of future annuity rates. In addition to offering an uncertain return, personal pensions are administratively expensive, when compared with either Serps or company schemes, both of which achieve significant economies of scale. Transactions costs become more burdensome the cheaper the plan purchased, which is why personal pensions are an expensive way to provide security in old age for the low paid.

Companies' reluctance to support personal pensions may surprise ministers. Surely employers should want to shift responsibility for pensions to employees? Such a view perhaps underestimates the genuine concern many companies feel for retired employees. The fear is that if many younger workers are permitted to opt out the viability of the schemes will be undermined, with damaging consequences for everybody in the longer run (many of the young executives who today think personal plans make good sense may be seeking the security of final salary schemes in their 50s). In a free labour market, companies ought to be able to offer whatever reasonable conditions of employment they choose. Nobodys has ever been forced to accept a job with a company offering general pension benefits.

### Risky alternative

The fundamental purpose of pensions must be to provide security in old age - as cheaply and efficiently as possible. The Government's reforms score poorly on this criterion, not least because they have been motivated by extraneous objectives, such as wider share ownership. Instead of acting to remove the remaining rigidities of company schemes, the Government is offering a risky alternative that few may find palatable.

At the bottom end, the attempt to substitute personal pensions for Serps may merely result in greater calls on the taxpayer in the next century. These reforms will be far from the last word on pensions.

## Omens for the US trade bill

AFTER a pre-Easter scramble to reconcile differences between the House and the Senate, the debate on trade legislation in the US Congress is now nearing its climax. The signs are that the bill which emerges is likely to be less protectionist than many originally feared.

Yet it would be wrong for America's trading partners to jump to the conclusion that their worries are over just because the controversial Gephardt amendment calling for sanctions against Japan and other countries in surplus with the US has been dropped. Though Congress expects to vote on the bill some two weeks from now, the final outcome is still an open question.

### Objectionable clauses

Political pressure for protectionism began to dissipate in the US after the stock market crash of last October. Now it has abated considerably thanks in part to improved trade figures and the failure of Mr Richard Gephardt to make a significant mark in the primary elections.

The trade bill still contains several objectionable clauses, however, such as that which would impose sanctions against Thailand of Japan and Korea. The Vassar of Norway is calling advanced technology to the Soviet Union. The Administration has said it may veto the bill unless these clauses are removed.

Until quite recently many Democrats believed trade could be a key issue for this year's Presidential elections. By writing a bill that would inevitably attract a veto and allowing the veto to be sustained, the Democrat-controlled Congress could have ensured that trade remained a live election issue.

Now, with the demise of Mr Gephardt as a candidate, the balance has changed. When Congress returns from its Easter recess next week, the Administration will seek to ensure that the remaining clauses to which it objects are removed.

The risk is that it will be only partially successful. The bill which emerges might still tend to legitimise a more protectionist trade policy, but a veto would be

SINCE 1982, the US has enjoyed its longest period of peace-time prosperity. In those six years, American savers have been bailed out by government guarantees in 220 bank failures and forced mergers. About 100 savings and loan institutions, which specialise in mortgage finance, have been wound up and 350 others have been officially declared insolvent. Nearly \$20bn of depositors' savings have had to be secured by federal agencies. These thousand-odd banking failures have involved 7 per cent of the total \$3,000bn domestic deposits in US savings institutions. And almost everyone agrees that the worst part of the financial unravelling has only just begun.

The failures have been multiplying yearly since the beginning of the decade and the scale of the bail-outs has grown space. A climax may have been reached in last month's sweeping guarantees for First RepublicBank in Texas and Financial Corporation of America, two of the biggest financial institutions in the US, with about \$33bn (\$17bn) of deposits each.

But 200 more banks have already been plucked by regulators for almost certain closure, while at least another 100 of the gloriously misnamed "thrift" institutions have been identified as likely to become insolvent within the next 12 months.

The Federal Deposit Insurance Corporation (FDIC), which guarantees commercial bank deposits up to \$100,000, will probably be able to meet its commitments through levies on its bank customers, but the Federal Savings and Loan Insurance Corporation (FSLIC) (pronounced fizz-lick) but this was just a finger in a very leaky dyke.

Estimates of the ultimate cost of rescuing the bankrupt institutions range from \$20bn to \$55bn or more. All this, of course, is after six years of economic prosperity. None of the experts - in the US Treasury, the Federal Reserve Board or even among the private financial analysts - cares to speculate about how many more banks might fall in the 1980s and 1990s if the economy falls into deep recession.

"The Texans don't believe that they have been in an economic boom for the last five years," says Mr Danny Wall, chairman of the Federal Home Loan Bank Board (FHLBB). "How much worse could their economy get?" Unfortunately, "much worse" is the answer. If a deep recession were to hit the rest of the country, Texas would have to say goodbye to the rapid growth of its service and high-tech industries, in addition to facing the likelihood of a further oil price collapse. Banks are not supposed to fail even in economic downturns. If they do, recession should be viewed as a catalyst, not a cause.

But if some of the official analysis seems too complacent, extreme pessimism about the American financial system may not be justified, either. Bank failures are not about to paralyse the Federal Reserve Board's monetary policy or to swell the US Government's budget deficit to crisis proportions. The truth, as usual, lies somewhere between Cassandra and Pangloss.

The crumbling of nearly 10 per cent of the US banking system, followed by creeping nationalisation, has been one of the most paradoxical legacies of the Reagan era. The chances are that, like the Third World debt crisis, the domestic banking debacle will be a time bomb that ticks alarmingly and loudly, but never quite goes off.

There seem to be four main ingredients in the US banks' troubles: fragmentation, deregulation, lax supervision and the "moral hazard" of government guarantees.

Fragmentation goes a long way

towards explaining why bank failures

are so much more common in the US than in any other advanced country. If the US had a more handful of independent banks, like Britain, instead of 14,400, it is extremely unlikely that any of them would have come near to failing. Small banks run greater risks than large ones if they do not diversify their lending and deposit taking. Their risks are worse if geographical expansion is geographically restricted, as in much of the US.

While many Americans believe that fragmented, localised banking has made an important contribution to the dynamism of the country's small businesses, the laws have gone much too far in protecting small banks from competition. One of the few benefits of the state of financial failures is that they could frighten politicians into moving faster towards the abolition of the

not only did this act allow thrifths to continue operating with no capital. It also encouraged them to convert from mutual into private corporate ownership and allowed them to engage in extremely risky businesses, like equity ownership of commercial enterprises.

The result, according to Mr Irwin Sprague, the FDIC's chairman for most of the 1970s and early 1980s, was that the thrifths "went completely wild". Or, as a senior Federal Reserve official puts it: "The thrift industry in Texas was just as scandalous. It was the greediest and most fraudulent behaviour of the thrifths that turned the Texas real estate market into a pure bubble. The banks thought they were being conservative and they were getting triple A ratings from the private credit agencies. But

Meanwhile, the savings and loan industry has a separate supervisory and insurance system, run by the FHLBB and FSLIC. Its insurance subsidiary, as well as state bodies, if this sounds confusing, Mr Sprague insists that "this maze of jurisdictional lines is a symbol of clarity compared to what really happens." It is hardly surprising that no official agency feels obliged to accept responsibility for any questionable decision - like last year's approval of the ill-fated merger between the InterFirst and Republic banks in Dallas.

However, in the early 1980s, supervisory problems went well beyond the standard bureaucratic battles over turf. The banking authorities decided to ease up on detailed supervision. "There was a feeling that since the industry was

A senior Fed official puts it bluntly: "The FHLBB was a disaster. It was an industry controlled organisation and was required to keep its hands off. The industry was totally successful in influencing the Congress and the White House, not only in getting the legislation it wanted, but also in putting its own people on to the FHLBB."

Today, of course, bank supervision is no longer a dirty word and Mr Wall of the FHLBB boasts that he has more than doubled his examination staff to 2,400. The FDIC, the Fed and the Comptroller are also hiring aggressively and have raised their staffing to the levels of the late 1970s. But this may be inadequate under today's circumstances because the debacles of the last five years have created a new and insidious factor - moral hazard.

This is the temptation for bank managers to gamble with deposits insured by the federal government. Because of FDIC and FSLIC insurance, depositors have no incentive to worry about the safety of the banks in which they leave their money. That in turn means that banks can take unconscious risks with depositors' funds.

When shareholders have substantial equity to lose if a bank's lending policies go wrong, moral hazard may be a theoretical problem. But if an institution which has already exhausted most of its shareholders' funds is allowed to stay open, the hazard becomes very real. The managers and shareholders have every incentive to gamble with their depositors' funds. If the gamble succeeds, the profits go to the shareholders. If the dice roll the wrong way, the shareholders, whose investment in the bank is practically worthless, will simply pass on the losses to the depositors and ultimately to the government-guaranteed insurance funds.

The fact that hundreds of banks and thrifths in America are trading today in the knowledge that they are insolvent poses a big threat to the integrity of the financial system. Nevertheless, the government insurance funds have chosen to extend their umbrellas beyond the \$100,000 limit and to allow insolvent institutions to stay in business for one simple reason - money.

The FDIC believes that it is generally cheaper to keep a bank going while seeking a well capitalised merger partner. FSLIC has a more pressing financial incentive. It simply does not have the money to pay off the insured depositors if it liquidates all of the insolvent thrifths. Instead FSLIC is following a gradual approach, liquidating an average of one thrift a week and trying to organise a series of financial restructurings among these institutions in Texas. At this rate, FSLIC estimates that its current resources will last for two and a half years, by which time Congress may have made up its mind over who should pay for the rest of the bail-outs.

Thus, hundreds of "brain-dead" institutions will be kept half alive indefinitely with FSLIC's assistance, bidding for federally guaranteed deposits. Meanwhile, their losses will continue to mount as their foreclosed properties stay unoccupied and dead mortgages remain unpaid. Unless a buyer emerges soon for First Republic, a new breed of zombie banks may soon be joining them to roar the financial markets. These zombie institutions will not necessarily undermine confidence in the US economy. At least until the next strong economic upswing, the credit of the federal government will be the main foundation for the stability of the nation's financial system. However, even the US Government's credit might not be good enough to satisfy investors, especially in the event of a recession, if there were no evidence that longer-term repair work on the tottering structure of US banking was in hand.

• *Excerpt by Irwin Sprague, Basic Books, New York.*

## Anatole Kaletsky analyses the regulatory weaknesses which have led to 1,000 US bank failures in six years

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## OBSERVER

into private legal practice in Hong Kong has stirred controversy at a time when a number of senior civil servants have sought private sector work. One reason is that localisation policies ahead of 1997 offer expatriates declining opportunities in Government.

### French Canadian

The Tour de France, the world's greatest bicycle race, has been starting anywhere but in France in recent years. Last year the initial stages were in West Berlin as part of the city's 750th anniversary celebrations.

Negotiations are now at an advanced stage to take the race across the Atlantic to Montreal in 1990. The first three stages would be held in Canada. Competitors would then be whisked back to Europe (probably in a chartered Concorde) for the remainder of the contest. The date coincides with Montreal's 350th anniversary.

The former Miss Dunn won admiration both in Hong Kong and Britain in 1984 when she championed the territory's cause in the negotiations over its future after 1997. Since then, head of the Legislative Council, Leung Kwok-hung, has sought to preserve its traditional family present.

The danger remains that the bill will still contain protectionist wording that circumscribes presidential discretion in the exercise of trade policy, making action against trading partners more automatic than hitherto, particularly under Section 301 of the trade law which deals with restrictive practices in foreign markets.

The Senate's alternative to the Gephardt amendment is still in place, and is now expected to feature in the bill. It represents a marked toughening of existing law. Elsewhere there are worries about points of detail, such as the strengthening of rules allowing US companies to seek redress against foreign infringement of their patent rights.

### Box populi

The House of Commons voted two months ago in favour of tailoring its proceedings to fit the needs of the House of Commons, she has reason to feel that her days as a political leader in Hong Kong are numbered. Beijing eyes her as a British "plant" and is unlikely to find a significant role for her after 1997. She has said recently that her civic duties have disrupted her career as an executive with Swire Pacific in Hong Kong and may now be keen to give more time to her job.

Michael Thomas had been her constant companion over most of his five years as Attorney General. His decision to resign and

try to deregulate, you didn't need as much detailed supervision. We thought the market could do more of the supervising," says Mr William Seidman, the FDIC chairman.

In deference to the spirit of deregulation and in response to the cost-cutting opportunities of computer technology, the FDIC, the Fed and the Comptroller cut their examination staff by between 20 and 25 per cent from 1979 to 1984. In the same period, however, the regulatory environment has become more extreme and ultimately pernicious for banks. For years prior to deregulation, the FHLBB had functioned more as a hobbyist than as a supervisor for the thrifths.

In part the close relationship between the industry and its regulators was attributable to the simple, safe and non-controversial nature of traditional mortgage lending business. In part it was undoubtedly due to the thrifths' political connections, particularly with Mr Fernand St Germain, chairman of the House of Representatives' banking committee, and Mr Jim Wright, Texas Congressman and now the House Speaker.

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**JAPAN'S STEEL INDUSTRY**, which a year ago seemed to be headed down the same dreary path to financial and operational decay as most of its European and US counterparts, is making an unexpected, spectacular recovery. The big five integrated producers are all back in work after suffering record combined operating losses of Y105bn (US\$6bn) in the 12 months ending in March 1987.

More important, they are now confident that despite the high yen and high Japanese labour costs they can regain their competitiveness with South Korea and other new low cost producers and hold it at least until the end of the century. "We are very surprised ourselves," an official at Kawasaki Steel says. "A year ago, we were all so depressed about the future."

The financial recovery has come about much more quickly than anyone expected, thanks to the buoyancy of the Japanese and world steel markets. Domestic prices on some products, especially construction steel, have doubled in the past year. Meanwhile, world demand for others is so strong that recently the Japanese have been able to force an overseas customer to make a deal in yen. Japanese steel production in 12 months ending in March 1988 was originally forecast to fall about 4.5 per cent to 55m tonnes, but it will probably reach 55m tonnes, up nearly 5 per cent from the previous year.

The operational turnaround — making the industry cost competitive with Korean and other producers — will take a little longer to achieve. However, it is already an object lesson in the rationalisation of mature industries. The Japanese steelmakers, having observed the failure of successive attempts to restructure the US and European steel industries, have realised that the key to success is to swallow your pride, cut more capacity than you think necessary and concentrate on improving both products and productivity.

Typically also, the Japanese have a long term goal in mind. They know that competitiveness is no longer a guarantee of success in the unstable world steel industry, so they are pushing ahead with ambitious diversification programmes. For example, Nippon Steel, Japan's and the world's largest steel producer, aims to reduce its dependence on steel from 80 per cent of turnover to 50 per cent by 1995.

All of this is a long way from the autumn of 1986 when Japan heard almost daily reports of the industry's crisis. Steel had been one of the pillars of Japan's postwar industrial success and was considered one of the most prestigious industries in which to work. However, the rapidly appreciating yen was driving away the industry's customers and its customers' customers, exposing the high cost of its benevolent management approach.

Suddenly, steelmakers were announcing big plant closures and thousands of redundancies and refusing to buy any more high cost Japanese coal. Nippon Steel alone decided to close five of its 12 blast furnaces, make 19,000 of its 65,000 workers redundant and reduce its capacity from 35m tonnes to 25m tonnes. Others followed, with similarly drastic restructuring programmes. If they are all carried out, the effective

Ian Rodger examines how the Japanese steel industry has engineered a remarkable return to profit

## Forging the future out of depression

capacity of the five integrated producers will be cut by a fifth, to 67m tonnes, by 1990 and their combined workforce will shrink by a third to about 125,000.

When they drafted these programmes, most steelmakers said they expected to have to suffer through up to three years of financial losses until the fruits of the restructuring started to appear. Nippon Steel, for example, said early last year that it did not expect its losses to come back until well into the second half of fiscal 1988.

To the companies' surprise, the domestic steel market picked up substantially last year, thanks to the Government's policies for stimulating domestic demand. Higher home demand helped offset the rapid decline in exports that was being caused by the high yen. Prices of most products firmed and, by the summer, most producers were making money again.

Since then, the world market has also tightened, helping the Japanese industry preserve export markets.

Some analysts have suggested that the Japanese steelmakers deliberately exaggerated the extent of their crisis in 1986 so that there would be no political opposition to the unprecedented retrenchment plans they wanted to carry out.

According to this view, the steelmakers were terrified that they would be obliged to take the slow approach that has ended up causing so much damage to many US and European producers. They felt that their only chance of survival was to seize the opportunity provided by the year's rise to carry out major surgery.

Certainly it looks today as if the rationalisation programmes have been exaggerated. Recently, companies have actually had to postpone planned plant closures because of the strength of demand for their products. Japan's total steel output in January was 17 per cent higher than a year earlier. Also in January, Nippon Steel took advantage of the sellers' market to force Broken Hill Proprietary of Australia to pay for an order for hot rolled coils in yen. Others are expected to follow suit.

A Nippon Steel official acknowledged recently that the companies may have deliberately overstated their plight last year. However, a Kawasaki official dis-

agreed. "We are too simple in our thinking for that. We are not like property dealers." He recalled that a year ago many analysts thought that the rationalisation programmes would prove inadequate and that another round of capacity cuts would have to be made in the early 1990s.

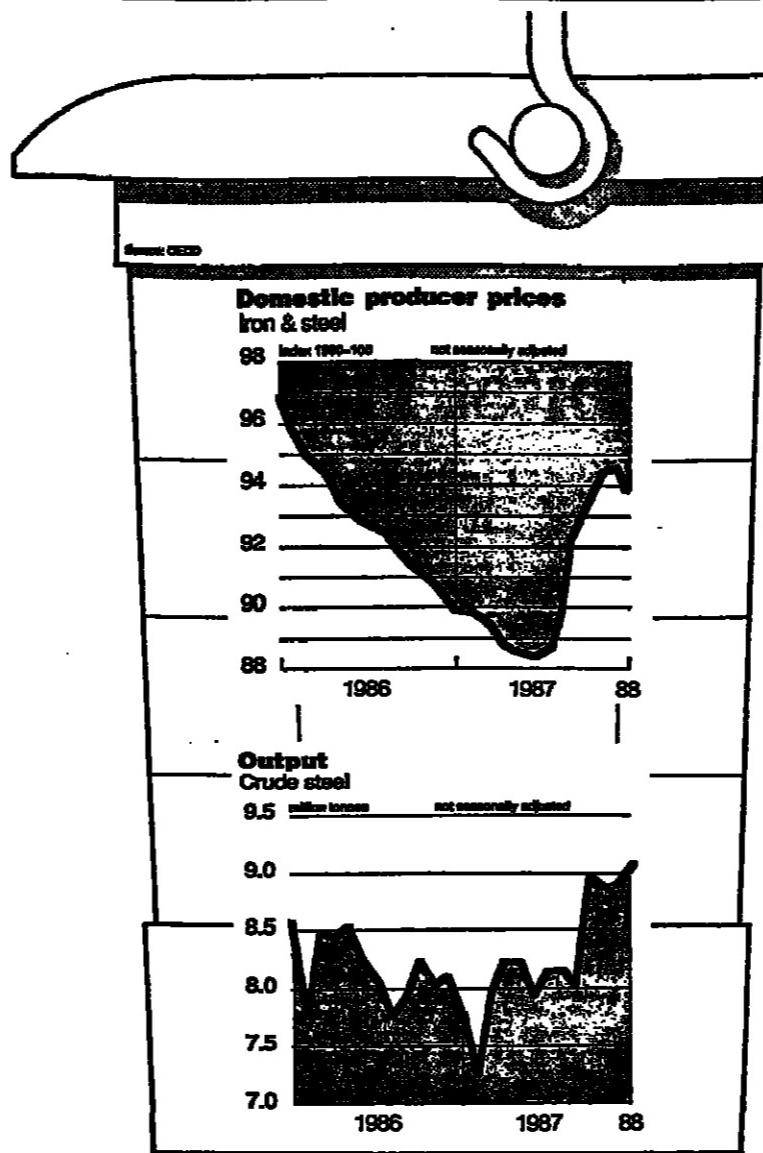
Whether this is the case, the rationalisation is now well under way and the producers are all confident that it will produce the desired results. Last autumn, Nomura Research Institute published a study predicting that the Japanese integrated steelmakers would regain competitiveness with Pohang Iron and Steel (Posco) by 1990.

According to NRI, Posco's costs of making hot rolled coil are now 12 per cent lower than those of the average Japanese integrated producer. This is mainly because of Posco's much lower labour costs and overheads, such as research and development expenditures.

NRI believes the labour cost gap will close significantly by 1990, largely due to the Japanese rationalisation programmes, but also because Korean wage rates are likely to go up faster than Japanese ones. Over the same period, Posco's depreciation charges will rise sharply because of the construction of its big Kwangyang works while Japanese depreciation costs will decline because of the plant closures.

NRI concludes that the average cost of making hot rolled coil in Japan will be about 5 per cent lower than Posco's by 1990.

"I agree with that study entirely," says Mr Hirotsugu Miyazaki, manager of operations planning and control at Nippon Kokan. "Our target is to be competitive in all products." However, he said the company would probably only succeed at being competitive on average rather than on all products. Others are slightly more cautious, but generally agree with NRI's conclusions. "Our total production costs will be much closer to those of Posco than they are now," a Nippon Steel official said. Mr Takeshi Ioki, manager of the corporate planning and accounting department at Kawasaki, said: "We are not sure we can beat them on common products, but we should be very competitive on high



technology products."

Not surprisingly, the Japanese producers are now focusing a good part of their substantial research and development efforts on maintaining their edge in high technology products, such as coated sheet, electrical steels, corrosion resistant pipe and high tensile plate. But they also continue to whittle away at production costs through the application of production automation, energy conservation programmes and the introduction of new, more economical processes, such as the hot rolling of thin slabs.

This renewed competitiveness does not mean that the Japanese will go back on the growth path, with dreams of becoming an even bigger force in world steel than they are now. The integrated companies will be well pleased if they can stop the erosion of their export sales, which tumbled 15 per cent last year to 25m tonnes, and fend off any big incursions into the domestic market by Posco and other growing steelmakers from neighbouring countries. Imports accounted for only about 6 per cent of the 64m tonnes of steel consumed in the Japanese market last year.

Beyond that, the companies have few

ambitions in steel. They know that the era of rapid growth in the domestic market is over. The Japanese shipbuilding industry has declined and Japanese car and machinery makers are shifting production to overseas plants. Indeed, the outlook for steel demand in Japan would be quite bleak were it not for the recent revival of the construction and public works market.

Steelmakers also remain sceptical about the stability of the world steel industry over the medium and longer term because of chronic overcapacity, especially in Western Europe. Thus, even though they know that the attempts of some US and European steelmakers to diversify have proved disastrous, they are determined to follow that path. Most have already embarked on dozens of ventures in trendy sectors such as new materials, electronics and services; they all have excellent opportunities for redevelopment of redundant property.

Japan's steelmakers acknowledge that it will be several years before the fruits of these efforts will make a substantial impact on earnings. In the meantime, it looks as if they will at least be able to hold their heads up in the world steel industry.

### A shop closed more tightly

#### Letters to the Editor

##### Treasury forecasts may be too optimistic

From Mr Bridget Rosewell

Sir,

I read with some astonishment that the Prime Minister allegedly describes the television industry's "closed shop" as "the last bastion of trades union restrictive practice".

I believe that she may be suffering from amnesia. Surely a far greater bastion of restrictive practices — in fact one of such magnitude as to relegate the television closed shop to insignificance — is that of the dock labour scheme, whereby the competitiveness of most of this country's import and export trade is reduced in order to feathered a small (but militant) clique.

May I ask when this sacred cow — the dock labour scheme — is to be slaughtered? To do so might, of course, provoke industrial action, but that in turn would kill the upward pressure on the pound.

John Paul,  
High Craft,  
South Woodchester, Gloucester-shire

##### Low cost shipping supports more jobs

From Mr K.D. Shillito

Sir, As Mr McQuillin (Letters, March 20) points out, low cost shipping, wherever built or flagged, is supportive of far more export dependent jobs in the EC than the 90,000 victims of European shipbuilding's decline. How much more sensible and forward looking for the Commission to encourage our defeated shipbuilders to invest in new, high technology yards in low wage countries, in much the same way that Japanese production overran whenever an industry starts to suffer export decline through rising costs.

K.D. Shillito,  
2 Mulberry Close,  
Brentford Street, SW3

##### Spokesmen entitled to a fair hearing

From Mr Chris Jones

Sir,

Your editorials on the Rover bid (March 30) states that "Labour's front bench spokesmen... find themselves taking up the cudgels on behalf of the taxpayer". Not unreasonably, in view of Labour's record in relation to the car group in the 1970s, this fails to convince.

Fails to convince whom?

Labour industry spokesman Bryan Gould was a backbencher

##### Quantum is as quantum does...

From Mr John Skipperton

Sir, Christopher Dunkley graphically returns George Steiner from the excited orbit of "intellectual colossus" to the unexcited orbit of "ordinary mortals" (Television column, March 22).

The main characteristic of the "quantum" leap is that it requires input of a specific amount of energy at one point in time, and it is a leap of wholly specific size from one plane to another. The idiomatic use of quantum leap jump carries overtones of this sharp jump to a new level, as opposed to a gradual change.

At the same time there is plenty of anecdotal evidence to suggest that UK companies are better placed to survive exchange rate swings — both by reason of hedging policies and marketing strategies — than they used to be.

It is the traditional reaction of UK commentators to fear the "demon deficit" and the consensus of forecasters suggests that the Chancellor is too optimistic to hope for a £5m deficit this year.

This maintains the deficit at about the level of the second half of 1987, while growth is forecast to slow down. Our own forecast is also in this region, but I believe the risks are as great that it could be smaller, as that it might be much larger.

Philip Rosewell

Wharton Economic Forecasting Associates,  
20 Wilberforce Road,  
Folkestone, Kent

I cannot claim that Mr Dunkley's "single linguistic solecism" transforms my perception of his image, but I should be interested to know whether he would like to reconsider Professor Steiner's position. Indeed, Mr Dunkley's description of the use of the phrase as "that single, simple and very common error" makes me ask him to reveal the source and authority for his interpretation of this particular idiom; or more pointedly — with the error being so common — who is in step and who is out of step?

John Skipperton,  
Hurst Lodge  
Sandgate Lane  
Storrington  
Pulborough, West Sussex

To pre-empt any further rape of scientific terminology I would consider it quite inappropriate if Mr. Dunkley tried to invoke the Heisenberg Uncertainty Principle in support of the configuration which he has advanced.

##### There could be a single point-of-sale terminal accepting all cards

From Mr Jürgen Aumüller

Sir, Having been away on a business trip, I was not earlier able to respond to your article on cross-European usage of payment cards (March 7). Although the article was generally well-informed, the reference to American Express betrayed a misunderstanding of our position towards the European bank's accord.

American Express has offered

and

investment services, we offer pan-European facilities whose scale and scope is unmatched by any other single operator.

We have built in our own right one of the most extensive payment networks in Europe. It is no more than a simple truism to say that American Express "has not contributed to the building of the Visa and Eurocard networks". Nor have they contributed to the building of ours. It is an historical fact that several different European networks have been constructed, one of which is ours.

It is also historically the case

that American Express has pur-

sued a policy of readiness to share its network with its competitors. We have contributed strongly to co-operative developments in the field of European payments. We are one of the leaders in collaborative efforts, in several European countries, to offer retailers a single point-of-sale terminal accepting all cards, avoiding expensive and inconvenient duplication.

In all the areas of our business we are enthusiastic supporters of the European internal market. For payment cards the goal is "inter-operability" — open, non-discriminatory access to infrastructure and interconnecting elec-

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#### Exchange rate policy

## Britain does best outside the EMS

By Alan Walters

IN RECENT articles, Samuel Brittan has made many claims about the European Monetary System, European inflation rates, unemployment, and the economic costs of Mrs Thatcher. In his article of March 10, Mr Brittan refers to the claim that Mrs Thatcher rates, mainly the dollar, yen and sterling. The *intra*-variability of EMS currencies was about the same as that of non-EMS countries. Thus the lower intra-EMS variance was achieved only at the expense of higher variation with the outside currencies.

Finally, we might turn to recent British experience. In the three decades of 1950-1980, Britain had grown at roughly half the rate of Germany and France. Since emerging from the recession in 1981 or 1982, Britain has grown at about twice the rate of Germany and France. Growth of manufacturing productivity, which used to be less than half that of fellow Europeans, has been dramatically higher.

In sum, countries outside the exchange rate mechanism of the EMS — and particularly Britain — have outperformed both their own history and the miserable record of members of the EMS. Even on inflation, the result is a draw.

Had Mr Brittan plotted graphs of calculated regressions or simply looked at the figures for countries outside the EMS, he would have discovered that their reductions in inflation were just as impressive as those in the EMS. This applies both to non-Euroean members and European non-members of the EMS, as shown by a recent paper by Michele Fratianni\*. Thus, Mr Brittan's claims for any special EMS effect are either groundless or perverse.

As an alternative, let us review the record. Mr Fratianni's analysis shows that unemployment has increased compared with the pre-EMS period; but the unemployment rate has increased rather more inside the EMS than outside. Indeed, one may contrast how the rapidly falling unemployment rates in Britain (or, until they reached their low of about 6 per cent, in the US) with the rising rates in France and other EMS countries. The EMS does not appear to have improved members' unemployment rates either relative to their own history or compared with those of non-EMS countries.

What about that touchstone of many country comparisons — real growth? Fratianni's analysis shows that the EMS countries as a group suffered rather larger reductions in their growth rates than did non-EMS countries.

Now what of the proximate objectives of the EMS —

\*The European Monetary System: how well has it worked? Paper presented to Cato Institute conference, Washington DC, February 25 1988

\*\*Britain's Economic Renaissance: Margaret Thatcher's Reforms 1979-84, OUP, 1986.



#### Domestic producer prices

Iron & steel

not seasonally adjusted

1986 1987 88</

Wednesday April 6 1988

Janet Bush in Washington reports on talks aimed at preventing another stock market crash

## Cat and mouse on Capitol Hill



William Proxmire: Frustrated by lack of concrete action.

"I HOPE I am wrong, but it is difficult not to conclude that the Administration is attempting to run out the clock on these issues. It would appear that the White House is ignoring its own Presidential Commission report, that it wants no legislation whatsoever on market reform."

"Otherwise, the independent regulatory agencies, together with the Administration, are simply incapable of devising any plan whatsoever for better co-ordinating our markets on a timely basis. In that event, Congress should act."

This fighting talk came from Senator William Proxmire, chairman of the US Senate Banking Committee, at the beginning of last week's latest Congressional hearings on possible legislative initiatives designed to prevent another stock market collapse.

His words give some idea of the frustration felt in Congress about what it sees as lack of concrete action in response to the events of last October. They also provide something of an insight into the rapid politicisation of the process of conducting post-mortems on the crash.

The official reason for last Thursday's attendance before the committee of the chairman of the US Federal Reserve, the Securities and Exchange Commission and the Commodity Futures Trading Commission was for a review of proposals for post-crash legislation. The real motivation behind the hearings appears to have been more rhetorical.

The SEC and the Fed had not come up with legislative proposals for consideration by the committee because, as their chairmen pleaded, they had not been able to find time to review possible action. The CFTC has maintained consistently that it opposes new regulation and got off lightly last Thursday.

The Reagan working party has

been asked to report its progress after 60 days — on May 19. The group comprises the main regulators and is officially chaired by Mr James Baker, US Treasury Secretary.

The Senate Banking Committee and the Administration seem to have been playing cat and mouse for weeks. A chronology of events provides evidence of the tensions between the two bodies.

The Senate Banking Committee started drawing up a bill some weeks ago which would set up by law a super agency and the CFTC which would be required to co-ordinate policy on clearing and settlement, harmonising margins, formulating circuit breakers and a number of other areas discussed fully in the many official reviews of the crash.

Word then leaked out to the committee that a working party was being formed. The Senate Banking Committee believed the motivation was to counter its own legislative efforts.

In a bid to pin the working group down, Senator Proxmire is believed to have sent a letter to the White House which pressured the Administration into announcing

the 60-day time limit.

Last Thursday, in the last stage so far of what one Congressional source called "timid games" between the committee and the Administration, Senator Proxmire officially unveiled his Inter-market Co-ordination Act and used the occasion of the hearings to ask for comments from the three chairmen. Predictably, all three fell legislation to set up a super agency would unnecessarily pre-empt the discussions of the working group.

There is a prevalent view in Washington that the working party was indeed set up in an attempt to stall Congressional efforts to pass legislation which would co-ordinate policy between different market segments and establish various measures to dampen price volatility.

The Administration's tactics are known in Washington as the "slow-down strategy". As evidence that the business of the working party is not serious, one side cited the fact that Mr Baker, who is rumoured to be preparing to step down to run Vice President George Bush's presidential campaign, is taking little part in the proceedings but has design-

nated Mr George Gould, Treasury Under-Secretary for Finance, as his permanent stand-in.

The Administration's reported reluctance to legislate could be traced to several factors. First, the Reagan Administration is opposed ideologically to stricter controls on financial markets. Secondly, it is unwilling to take sides, particularly in election year, in what has become a turf battle between the various regulators.

All three chairmen last Thursday dismissed the idea of a statutory regulatory triumvirate. They argued that giving extensive powers to the three chairmen would threaten the statutory roles of the agencies themselves.

The main rivalry is between the SEC and the CFTC, which argues that it should oversee all futures and options. The SEC has said repeatedly that it should have regulatory control over stock index futures. The Fed has often repeated its unwillingness to take overall charge and thus to be faced with casting the deciding vote in any dispute between the two.

Despite the seriousness of political differences and fierce rivalries, the regulatory agencies argue that a great deal of progress is already being made in a difficult area.

The CFTC argues that futures and options exchanges have already made substantial concessions. Exchanges have raised margins for speculative and option positions and have established permanent daily price limits, among other measures.

Mr David Ruder, SEC Chairman, applauded this action by the CFTC and said progress was being made in the working party. He pointed to the decision by the New York Stock Exchange to impose limits on the use of its electronic order execution system for stock index arbitrage by firms that the securities industry was itself taking steps to dampen down volatility.

And, in Washington, the talking continues.



John Wood: heading an office with unprecedented powers

## Britain steps up battle on fraud

By Clive Wolman in London

THE SERIOUS FRAUD Office, the centrepiece of the UK Government's moves to crack down on City of London frauds and other complex or serious breaches of trust, today receives its first major powers.

Its initial workload, according to Mr John Wood, its director, will include the investigations into the affairs of Guinness, Marconi Defence equipment subsidiary of General Electric Company and frauds connected with the Lloyd's insurance market.

The Guinness case, while the SFO has assumed responsibility for investigating and prosecuting the may become the first public test of the new far-reaching investigative powers and rules of evidence and procedure granted under the 1987 and 1988 Criminal Justice Acts.

Under Mr Wood, a solicitor and former deputy director of public prosecutions, the SFO will be armed with unprecedented powers to seize documents and to interrogate witnesses and suspects. It will also bring together an experienced multidisciplinary team of lawyers, accountants and policemen on a scale never previously attempted.

However, the organisation, which was set up last summer, remains a greatly watered-down version of the original blueprint proposed by the Roskill Fraud Trials Committee in January 1986. The committee criticised the fragmented structure for investigating and prosecuting fraud and the lack of cooperation between the various bodies.

Roskill suggested setting up a "single unified organisation responsible for all the functions of detention, investigation and prosecution of serious fraud."

The SFO falls short of the Roskill proposals in several ways. The most serious is that the SFO will not include police officers and will not offer them an alternative career structure specialising in fraud. Instead, the 26 lawyers and 19 accountants Mr Wood has recruited will merely work alongside whatever police officers have been assigned to a case.

The closest cooperation has been established with the City of London police fraud squad, from which about 15 to 20 officers will work alongside the SFO in the same building under Detective Superintendent Jerry Squires.

The SFO believes that it will not have difficulty persuading chief constables to allocate their most experienced fraud squad officers to the 60 or so high-profile cases it proposes to tackle at any one time. However, the police officers' loyalty and career prospects are likely to remain with their local forces.

One of the most serious weaknesses identified both by Mr Levi and the Roskill committee is the lack of specialised training of fraud squad officers which the SFO structure will do nothing to tackle.

However, the SFO has been given much wider powers to investigate fraud, including the ability, in the majority of cases, to bypass a committal hearing in a magistrate's court in advance of a full trial.

The power to bypass a committal hearing will probably be brought into force in July or August. This may just be in time to be used in the cases of the seven men arrested in the Guinness case so far.

## THE LEX COLUMN

## Pushing sterling to its limits

The foreign exchanges are refusing to allow the Government to be coy about its stance towards sterling. The market believes the Treasury has a secret ceiling for the pound, and seems determined to push the currency up until it gets there. At yesterday's rate of over a penny a day, official policy could be put to the test before the week is out.

However, if the market is bargaining on a base rate cut at the next big round number of DM3.15, it may be disappointed. Yesterday's retail sales figures were further proof of the consumer's extraordinary profligacy; and the last thing the Government wants is a further cut in mortgage rates to encourage the spending spree that is already assured by \$4bn of tax cuts.

Moreover, with the market in this aggressive mood, a half point off base rates might not do the trick, leading to still lower interest rates and a still stronger pound — scarcely the recipe for better trade figures.

Intervention might seem a better option, but as that tool works best when brought out unexpectedly, now would not seem an ideal time to use it. The Government must be praying something will happen to divert attention from the pound, which would get it out of this policy fix. Maybe next week's IMF meeting will do the trick by restoring the world's interest in the dollar, but more likely it will do nothing of the sort.

Meanwhile, the stockmarket has been so galvanised by the progress of the pound, it has paid little attention to the end of the tax year. There may have been a little selling by private investors since the Budget, but scarcely enough to be responsible for the market's sickness since then.

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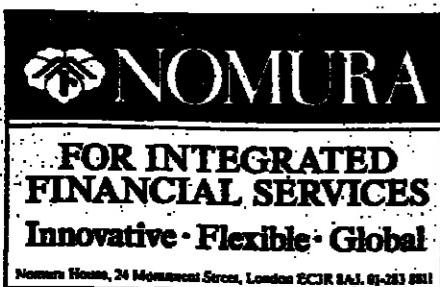
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## SECTION II - COMPANIES AND MARKETS FINANCIAL TIMES

Wednesday April 6 1988



### Royal Bank to regroup investment activities

By Alexander Nicoll in London  
**ROYAL BANK** of Canada is to combine its London investment banking activities with those of Dominion Securities, the Canadian securities firm, in a move which will mean the end of the activities of Orion Royal Bank.

The former consortium, head of which Royal assumed control in 1981, had already drastically reduced its businesses after pulling out of the Eurobond market last year. The new operation will replace it as the international investment banking arm of the Royal group.

After completion last Thursday of Royal's C\$385m (US\$313m) acquisition of 75 per cent of Dominion Securities, the two are to form RBC Dominion Securities in Toronto. The international activities of this grouping are to be run from London by a subsidiary to be named RBC Dominion Securities International.

It will group about 250 people, of whom about 80 will come from Dominion Securities. It will also incorporate Kitcat & Aitken, Royal's London stockbroking subsidiary. No front-office jobs are expected to be lost.

Mr John Sanders, chairman of Orion Royal Bank, will become chairman of the new London unit and will also retain his responsibility for Royal's private banking operations outside North America. He will report to Mr Robin Younger, a Dominion executive who is to be chief operating officer.

Orion Royal's withdrawal from Eurobonds last November was one of the most significant in the current shake-out of the overcrowded market, particularly as Orion had been a well-known name in it for many years.

### Campeau's victory makes Wall Street \$250m richer

By JAMES BUCHAN in NEW YORK

**WALL STREET** is poised to enjoy one of its greatest bonanzas as investment bankers and mergers lawyers share out up to \$250m for their work in the ferocious 10-week battle for control of North America's greatest department store group, Federated Department Stores.

"If we're paying \$200m to \$250m in fees, I say it's reasonable," said an ebullient Mr Robert Campeau, chairman of the Campeau property and retailing group, who wore down Federated's opposition and the rival R.H. Macy of New York to clinch victory — and the right to pick up Wall Street's tab.

The florid and incendiary Mr Campeau, who at 63 has reached the pinnacle of North American big-store retailing, appeared grimacing yesterday before a crowded press conference to explain the audacious \$6.5bn transaction he clinched last Thursday night through a side deal with Macy's.

The battle, which had already involved seven investment banks, six law firms, commercial bankers, and hordes of accountants and printers, could generate

day that the \$73.50 a share offer, which is double Federated's price at the beginning of the year, is "high by traditional standards." But he said the deal could be financed by a wholesale disposal of stores, bank finance and mortgages.

He said that he would raise \$4.4bn by selling stores, including under a cloud for two months since the defection of its star investment bankers, Mr Bruce Wasserstein and Mr Joe Perella, First Boston, which advised Campeau and arranged a bridging loan of more than \$1bn to expedite the deal, could earn more than \$50m and a welcome boost to morale.

Mr Wasserstein, who made the pinnacles of North American big-store retailing, seemed to have borne the brunt of Mr Campeau's mood, is expected to pick up about \$1bn for his new firm, Wasserstein Perella & Co, which will also pay fees of around \$100m to five of the Wall Street firms, including all the best names, which advised Federated and Macy's.

Mr Campeau admitted yesterday:

### CSX profits fall sharply to \$65m in first quarter

By Our Financial Staff

**CSX**, the US rail and resources group whose results traditionally herald another US quarterly season, posted a sharp fall in first-quarter net earnings from \$85m or 55 cents a share to \$65m or 40 cents.

It attributed the decline mainly to lower property-related and energy operating income, which more than offset strong transportation results. Total revenues rose to \$2.1bn from \$1.9bn.

Transport revenues and expenses rose on the strength in the domestic economy.

### De Benedetti acts against Olivetti board rumours

By ALAN FRIEDMAN in MILAN

**MICARLO** De Benedetti, the Italian businessman, is expected to review his position as group managing director of Olivetti, the Italian data processing equipment maker which he also chairs, over the next few months.

However, he is firmly countering speculation that he has any imminent plans to give up his operational responsibilities of the company.

Aides to Mr De Benedetti yesterday poured cold water on rumours in the Italian press of an impending departure. These have developed in the light of Olivetti's involvement in a possible alliance between the Stato state

telecommunications group and American Telephone & Telegraph (AT&T), the US telecoms group which is Olivetti's biggest shareholder.

Mr De Benedetti's quest for control of Société Générale de Belgique has also fuelled talk about his ability to maintain his present commitment to Olivetti.

The Ivrea-based office automation group, in which Mr De Benedetti is the largest shareholder after AT&T, has stalled yesterday that he would definitely remain chairman for the next five years and that "his commitment to Olivetti has not changed one bit."

### CalMat in move to block offer by Brierley

By Roderick Oram  
in New York

**CALMAT**, a California building materials group, has put its cement and property divisions up for sale to try to thwart a \$40 a share, \$1.2bn takeover offer from Brierley Investments, the main corporate vehicle of Sir Ron Brierley, the New Zealand entrepreneur.

The company, which estimates the businesses are worth up to \$300m, will be raised through commercial banks, and will be partly refinanced by the sale of mortgages on the properties of \$1.7m.

Of that debt, \$300m is already on Federated's books and the remainder will be raised through commercial banks, and will be partly refinanced by the sale of mortgages on the properties of \$1.7m.

Mr Wasserstein said that Federated's total interest bill will be \$230m to \$300m a year out of gross cash flow of \$675m to \$700m a year by the end of the year.

"This company we just bought is going to yield us \$375m to \$400m a year and that's before savings,"

Mr Campeau said.

Mr Wasserstein, who made the pinnacles of North American big-store retailing, seemed to have borne the brunt of Mr Campeau's mood, is expected to pick up about \$1bn for his new firm, Wasserstein Perella & Co, which will also pay fees of around \$100m to five of the Wall Street firms, including all the best names, which advised Federated and Macy's.

Mr Campeau admitted yesterday:

Canadian group poised for London Stock Exchange listing

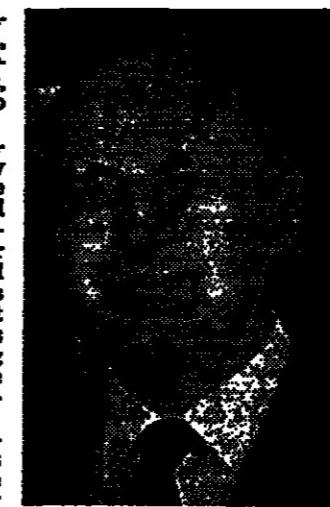
### Mardon crosses the Atlantic

BY MAGGIE URRY IN LONDON

## INTL. COMPANIES AND FINANCE

Nick Garnett on the pressures for change as industry leaders jostle for position

### Carbide tool groups sharpen up their image



**AS CHAIRMAN** of Krupp-Widia, the West German carbide tip cutting tool manufacturer, Mr Friedrich Fröhlich bears a lot about Widia, one way or another.

The Swedish company is the world's largest cutting tool maker by a long way and about three times larger than Widia, which is a division of the Krupp steel and engineering group.

Having a monster European competitor tends to annoy West Germans. If you are a company like Krupp, which virtually invented the carbide cutting tool back in the 1920s and was the biggest supplier in the world before the Second World War, it seems to be even more irksome.

Widia is spending a great deal of time, money and energy buying up companies and expanding distribution and marketing to recapture some of the ground it has lost to Sandvik, particularly during the 1960s and 1970s when Widia grew so fast.

"We cannot become number one. Sandvik is too large," says Mr Fröhlich. "But we want to be the clear number two supplier."

The Krupp board, under fire for some management decisions and for struggling with rationalisation in its core steel business, is giving the Widia managers full backing.

But the growth activities of Widia are just one of several pressures which are reshaping parts of the world's carbide tool industry through some important shifts in ownership.

The market for carbide cutting tools - the most common type used in manufacturing - is worth about DM5bn (\$3bn). Sand-

vik Coromant, the Swedish company's main carbide tip arm, claims almost a 25 per cent market share. A clutch of companies, including Widia, have about 8 to 10 per cent of the market.

The companies include Kennametal, the tough US company which has a quarter of the huge North American market, and three Japanese companies, Sumitomo, Toshiba - selling under the brand name Tungoloy - and Mitsubishi. There is also a series of smaller, niche-oriented, but important, carbide tool makers like Hartec in milling and turning tools, Walter in milling, and the Israeli company, Icar, which specialises in grooving tools.

A significant number of companies has been changing hands as the bigger suppliers try to secure a firmer footing in an industry where distribution and closeness to the customer are just as important as technology and price.

A few years ago Widia acquired Siztiamo and Heihlein, a Nuremberg specialist in carbide milling cutters, following this in 1986 with the acquisition of Harco, a Spanish manufacturer of milling cutters for the aerospace industry.

It took its first step last year to obtain production capability in North America with the purchase of Ultramec, a US carbide maker. "We are looking to buy a tool maker in the US," said Mr Fröhlich.

These acquisitions have helped Widia in a virtually flat market to increase sales by 50 per cent in value during the past five years and to double export earnings. The company's sales force, num-

**To digest Caboloy is a big thing for a company like Sandvik. It will stretch their management capacity for quite a time," says Mr Ludolf von Eckardstein, Widia's export sales manager. Nevertheless, this is the kind of operation Widia does not yet**

**direct contact with the customer. The company has been putting that right, but the need to keep in close touch with the tool user is one reason why Widia needs to acquire a significant US tool maker. Tool holders in the US also use imperial rather than metric measurements, which places an extra handicap on European producers.**

**Widia has only about 2 per cent of the US market, which represents a quarter of world sales.**

**"The US is a gigantic and challenging market and we have to be there," says Mr Fröhlich. "We really have to do that by acquisition."**

**At Sandvik, Mr Hedstrom believes the top players in the carbide tool industry will be around in five years' time and no major new entrant is likely to upset this.**

**There are some ominous signs, though, of a new stirring in the Far East. A number of relatively small producers, like Hankook in South Korea, is becoming more active while Nippon Steel has just entered the cement carbide market for the first time.**

**The Japanese have had only mixed success in Europe. Their imports into West Germany amounted last year to just DM35m and some of these imports were destined for other European markets. Their penetration of Switzerland, viewed by the industry as a kind of test market, has not been good.**

**Some European producers, however, believe it is only a matter of time before the Japanese begin manufacturing in Europe, and as a result tended to lose with Spain the likely location.**

bering 350, is expected to rise to 420 within two years. Widia's turnover is about DM700m, of which 30 per cent comes from tool engineering.

Mr Clasasko Hedstrom, president of Sandvik's cutting tool division, says Sandvik "will have to fight hard" to retain its position. The Swedish group, though, has not been standing still.

Scico, a sister company to Coromant in the Sandvik group last year purchased Detroit-based Carboloy, the fourth largest cement carbide tool company in the US, from General Electric. This gave the Sandvik group a significant manufacturing centre for the US market.

Wida and Kennametal have jointly developed a modular tooling system and Widia has co-operation agreements with several companies, including Sumitomo. Kennametal recently agreed a joint venture with Kobe Steel.

One of the reasons why Widia lost so much ground to Sandvik after the war was that the German company concentrated on the manufacture of carbide rather than the tools themselves, and as a result tended to lose

### Werner Rey buys stake in Sulzer Brothers

BY OUR FINANCIAL STAFF

**OMNI HOLDING**, the company which groups the financial and industrial operations of Mr Werner Rey, the Swiss financier, has acquired a 20 per cent stake in Sulzer Brothers, the Swiss engineering group, from a consortium of dissident shareholders led by Mr Tito Tettamanti.

Omni is thought to have paid about SF220m (\$161.5m) for the 40,000 Sulzer shares. The transaction, which reduces the Tettamanti holding in Sulzer to about 15 per cent, appears to bring to an end the state of hostile confrontation that has existed at Sulzer since last October.

Since the initial disclosure of the Tettamanti shareholding, Sulzer has fought tooth and claw to maintain its independence, first virtually excluding the Tettamanti consortium from the Sulzer share register and then amending its by-laws with potential industrial partners including Schindler, the Swiss lift maker.

Although Mr Tettamanti, a Zug-based lawyer, repeatedly stressed during lengthy negotiations with Sulzer that he did not plan a takeover but merely wanted a greater say in the running of the company, the situation quickly developed into what

by Swiss standards was seen as a hostile bid battle.

In contrast, relations between Sulzer and Omni look much more amicable. Omni acquired the Sulzer shares with Sulzer's consent and half of them will be immediately entered in Sulzer's share register, a step necessary to give Omni voting rights.

Omni, according to a joint statement, will work with Sulzer to find an industrial partner to buy the other 20,000 shares.

Omni has a turnover of about SF1.7m. Sulzer, which achieved sales for 1986 of SF4.5m, said

last month it was ready to accept minority partners who could help the company tap new markets. One of Switzerland's best known entrepreneurs, Mr Rey has built a financial empire whose main asset is Inspectorate International.

Mr Tettamanti appeared to switch direction last week when he announced the acquisition of a controlling 35 per cent shareholding in Adolphi Szwitser, another Swiss engineering group, which last year bounced back to profit after a period of heavy restructuring.

A final decision seems likely to follow soon afterwards because the offer, under new takeover guidelines, has only two more weeks to run. Under the guidelines the same bid cannot be made again for a year.

### Ferruzzi sugar unit holds profit

By Alan Friedman in Milan

**ERIDANIA SPA**, the Ferruzzi group's holding vehicle for sugar and other agro-industrial interests, reported a nearly unchanged net profit for 1987 of L43.5bn (\$45.5m), against L42.5bn in 1986. Parent company turnover was L790.1bn, up slightly on L786.7bn.

The above figures do not include results from Beghin-Say, the French sugar group which is 52 per cent owned by Eridania.

Eridania said that taking into consideration all of its agro-industrial holdings on an "aggregate" group basis it expected to achieve 1988 turnover of L8,500bn.

This is nearly three times the 1986 level because of acquisitions made in 1987, including the European corn starch operations of CPC, the Lestim foods group in France, Central Soya, the US soybean concern, and others.

The Ferruzzi group, including agro-industrial interests, is expected to have a 1988 total turnover of about L14,000bn. This does not include Ferruzzi's 42 per cent stake in the Montedison chemicals concern.

Ferruzzi has never produced a consolidated group balance sheet, but it has promised to do so this spring.

• Snam Bpd, the defence and specialised engineering company controlled by the Fiat group, has shown a sharp fall in consolidated net profits in 1987, writes John Wyles in Rome.

With turnover virtually static at L2.43bn, net profits fell from L630m in 1986 to L30.5m last year. Operating profits fell slightly, from L132.8m to L121.1m.

The company says that the year was a poor one for its defence and space equipment activities, but fibres, chemical and biotechnology all registered an increase in operating profits.

### KIO claims 50% Ebro backing

BY PETER BRUCE IN MADRID

**THE KUWAIT Investment Office (KIO)**, whose Spanish paper subsidiary, Torre Hostinch, is embroiled in a hostile Pta34bn (\$217.2m) bid for the country's biggest sugar refiner, Ebro, has already received enough offers of shares to guarantee it 50 per cent of Ebro, according to people initially involved in the takeover attempt.

The offer, for 50 per cent of the company at Pta 30,000 a share, values Ebro about 56 per cent higher than it was trading at nearly three weeks ago. KIO-Torres officials say that banks holding stock for investors have informed them of numerous

offers to sell.

Ebro shareholders, claim the KIO-Torres people, have instructed their banks, which hold shares in proxy, to hold on to the shares in case Ebro is able to improve on the forecast of higher profits and dividends made as part of its defence.

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offers to sell.

Lawyers for KIO-Torres replied to the Ebro petition with one of their own last Friday, thus delaying a final court decision for a further five days. Time for interested parties, including the Government, to approach the court expires at the end of this week.

A final decision seems likely to follow soon afterwards because the offer, under new takeover guidelines, has only two more weeks to run. Under the guidelines the same bid cannot be made again for a year.



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DIVIDEND ANNOUNCEMENT

The extraordinary general meeting of shareholders held on 16th March, 1988 has approved the payment of a dividend of

US\$ 0.08 per share

to shareholders and in circulation on

March 12th, 1988.

Such payment becomes payable on or after April 2nd, 1988 against presentation of certificates of dividend 2 from issuer after cancellation at:

- Europa Géante Du Luxembourg, B.A.

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- Interbank Bank Zurich A.G.

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Shares may be quoted ex-dividend on

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## INTERNATIONAL CAPITAL MARKETS AND COMPANIES

### Consob demands more openness

BY JOHN WYLES IN ROME

CONSOB, the Italian stock exchange's regulatory body, has issued fresh recommendations to listed companies, calling for fuller explanations of decisions on mergers, capital issues and corporate reorganisations.

In the continuing absence of any updated legal framework for its activities, the Consob is still unable to bring any sanctions to bear on companies ignoring its latest attempts to inject more transparency into listed companies' announcements.

Its latest initiative builds on recommendations issued in mid-January and, therefore, bears the hallmarks of lessons learned

from the Ferruzzi-Montedison affair of early February when the market fell heavily on news of the reorganisation plans announced by Mr Raul Gardini, the Ferruzzi chairman.

Then, Consob and its chairman, Mr Franco Piga, were accused of reacting too slowly in defence of the interests of minority shareholders. Three days were needed after an initial announcement to the press to issue clarifying statements when their share prices are being moved by rumours in the market.

In cases of merger, Consob says boards of directors should make public valuations of companies involved and also the criteria used in arriving at valuations. They should also make clear shareholding structure changes.

Again, where capital and debt issues are concerned, the pricing criteria should be revealed, as well as details of consorts which are formed to guarantee the underwriting of new issues.

Where companies are acquiring or selling shareholdings or particular branches of activity, values should be publicised, together with the effects on the capital structures, financing and income.

Finally, restructuring or reorganisation should be accompanied by details of the effects on companies' capital structures.

### Accountant warns on convertible bonds

BY RICHARD WATERS

COMPANIES which issued convertible bonds shortly before last October's stock market crash may need to set up provisions as a result of the fall in their share prices, Arthur Young, the accountant, has warned.

For Burton, which issued bonds last August, the cost could be 26.5m (£12m) a year, or 4 per cent of its latest reported pre-tax profits. Others affected are Asda, MFL where a 25.5m annual charge would take 3 per cent of profits, and Lourho, whose 25.5m charge would reduce profits by 2

per cent.

The convertibles were priced to encourage investors to convert, rather than redeem the bonds on maturity, generally in either 1992 or 1993, said Mr Steve Parkinson of Arthur Young.

But the fall in share prices makes it more likely that investors will opt to redeem the bonds, since the market price on the conversion date could be below the conversion price.

Conversion would expose companies to extra interest costs.

Typically, investors who redeem their bonds are entitled to a premium equal to the interest charge they previously passed over for the conversion right.

Companies' decisions about whether to provide for the redemption premiums are likely to be influenced by the difference between their current share prices and the conversion price.

Rather's share price, for instance, stands at 235p, compared with a conversion price of 500p, while Lourho's 26fp is closer to its conversion price of 313p.

Technical guidance issued last year by the Institute of Chartered Accountants in England and Wales, the country's largest accountancy body, says that companies should be prudent and provide for the redemption costs.

But its guidance, which covers deep-discount and other securities, as well as convertibles, is not mandatory, and does not match current practice for accounting for convertible bonds, said Mr Parkinson.

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### Banks jockey for share of Chinese loan

INTERNATIONAL BANKS are jockeying for a role in the forthcoming US\$200m Bank of China loan, the first of a series of borrowings for the Daya Bay nuclear power plant 45km from Hong Kong, Reuters reports from Hong Kong.

Bankers say the Bank of China is negotiating with a number of banks on how to underwrite the loan and on what terms. A mandate has yet to be awarded, though a number of banks, including China Development Finance (Hong Kong), the BOC's own merchant banking arm, are front runners.

"We are very active in China, and the Daya Bay power plant is very important for China," said a Japanese banker. "So we hope to get involved."

The bank's initial concept is to raise 10-year funds divided into three tranches.

The first part would be a conventional tranche of US\$100m, which the Bank of China hopes

will carry interest at 4% per cent point over London interbank offered rate (Libor) for the first five years, rising to 1/2 point thereafter.

The second would be a \$40m Japanese tax-spared tranche with interest at 1/2 point over Libor. The tax-spared tranche will be provided only by Japanese banks, which can accept a lower return because a Sino-Japanese tax treaty allows them to deduct withholding tax on interest payments.

The remaining \$50m would be drawn down in Hong Kong dollars, with interest at 2.75 basis points over Hong Kong interbank offered rate (Libor), subject to a maximum 10 per cent for the first five years.

One banker close to the transaction stressed that the structure and terms of the deal are subject to change, depending on market response. He said nothing had been finalised yet.

"The terms proposed by the

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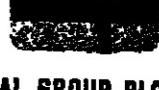
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## UK COMPANY NEWS

SECOND 'ESSENTIAL MOVE' TOWARDS THE CREATION OF A NATIONAL MAIL-ORDER BUSINESS WITH A DIFFERENCE

### Next in agreed £21m bid for Alfred Preedy

BY NIKKI TAIT

Next, the fashion chain and mail order group, yesterday made its second major foray into the newsagents business, with a £21m recommended bid for Alfred Preedy, the West Midlands-based company which runs a 175-strong chain of shops.

The deal follows last July's £26.5m acquisition of Dillons, another chain of newsagents, and means that Next will now have a total of 540 "neighbourhood shops," of which over 400 are new.

Although happy to retain the traditional CTN (confectionery, tobacco and newspapers) business, Next stresses that it sees these outlets as an essential link in its expanding mail-order business. This is being built up on the back

of the 1986 Gratian acquisition. In January the first Next Directory was launched and 500,000 copies have been sold.

"These outlets represent an opportunity for something between mail order and the high street," said Mr George Davis, the company's chairman, yesterday. He views the shops as ideal collection points for mail-order deliveries. Looking further ahead to the age of electronic home shopping, Mr Davis suggests they could play a larger role as collection and ordering points.

Next also sees scope for extending the outlets' traditional activities - Dillons' shops have already added certain convenience items, such as food and ranges of

hosiery.

Preedy takes in 140 CTN shops, spread from South Wales to Kent and the Midlands to Yorkshire. These range in size from kiosks to retail outlets of 1,500 sq ft and trade under the Preedy and All's names. The remaining 35 sites are stores specialising in stationery, books and toys. Average store size is 3,000 sq ft. According to Next, there is little overlap with Dillons - indeed, the two companies recently considered merger possibilities.

Preedy, however, has recently seen uneven results. In 1985/6, pre-tax profit fell to £283,000 from over £1m, before recovering to £283,000 in the year to end-March 1987. Sales in 1986/7 were £76.3m, and net assets at year-end stood at £9.9m.

The terms of the Next offer are 11 new Next shares for every 12 Preedy, which - with Next down 4p to 257p, and new shares not ranking for the final dividend - values each Preedy share at 231p and the entire company at £21m. There is a cash alternative of 225p a share, which will be funded from existing resources. Yesterday, Preedy shares jumped 71p to 223p.

The deal, already backed by the board and irrevocable acceptances in respect of 39.9 per cent of the shares, was quickly sealed as Next's advisers picked up a further 10.15 per cent stake through the market yesterday morning. Next now controls 50.04 per cent.



George Davis: scope for expanding Preedy's range

### Wilson Connolly jumps 43% in bumper year

BY PHILIP COGGAN

Wilson (Connolly) Holdings, the housebuilding group, announced yet another year of bumper profits with a 43 per cent increase to £57.4m in December 31.

The buoyant housing market helped the group's housebuilding subsidiary, Wilson Homes, to increase profits by 47 per cent to £33.1m (£1.3m). Wilson invested in selling a large number of houses in East Anglia, where prices are rising faster than the national average.

The average price of Wilson homes increased from £28,000 to £45,000 and the number of units sold rose from 2,350 in 1986 to 2,600 last year. Wilson has a land bank of 15,100 plots.

However, Mr Ian Black, the finance director, said that the company was concerned that house price rises were carrying homes out of the reach of first time buyers. Wilson is looking to design smaller units which will sell at a price-first time buyers can afford.

The profits division increased profits to £4.5m (£2.4m), including trading profits of £2.1m and rents of £2.3m. The only disappointment was the construction division which lost £200,000 over the year, thanks to two poorly performing contracts in the London area.

### Hanson in S.American disposals

BY NIKKI TAIT

Hanson, the UK conglomerate, has sold on various interests in Latin America belonging to Glidden, the coatings and resins company which it acquired through its \$800m (£245m) acquisition of SCM in 1986.

The business - which comprises all of the Glidden paint operations in Panama, 60 per cent of its operations in Costa Rica and 65 per cent of its operations in Brazil - have been sold to H B Fuller Company, a NASDAQ-traded US coatings and adhesives group. The purchase price is \$15.3m cash.

Mr Terry Rutter, chairman, said that the majority of the integration of Arque Systems and Harper & Turnbull, both acquired during 1987, had now been com-

#### Comment

Net margins of 25 per cent, earnings up 42 per cent, cash balances of £10m, a land bank of five years duration; it is hard to find a flaw in Wilson (Connolly)'s figures. Wilson has prospered without touching the top end of the housing market - its average house price of £45,000 would scarcely buy a broom cupboard in Kensington. And the evidence of past property slumps is that first time buyer house prices are fairly resilient. Nor is the budget limitation on mortgage tax relief expected to have much impact - latest estimates are that there are only 50,000 dual mortgages of over £20,000 in the UK. The snag is that Wilson's inherent advantages do not come cheap. Assuming 245m pre-tax this year, the prospective p/e on last night's share price of 375p is 11, a premium to the sector. Investors can probably afford to wait for any weakness before buying.

### Enlarged UDO rises 92% to £29.6m midway

UDO Holdings continued to report rapid profit expansion in the six months to end-January 1988. On turnover ahead from £12.2m to £23.5m, tangible profits of this supplier of drawing office equipment and specialist reprographic services rose by 52 per cent to £2.65m. Earnings per 100 shares worked through at 63p (44p).

Mr Terry Rutter, chairman, said that the majority of the integration of Arque Systems and Harper & Turnbull, both acquired during 1987, had now been com-

pleted. As part of the reorganisation of the enlarged UDO group, the range of manufactured products had been streamlined and surplus properties disposed of.

Mr Rutter said that a major promotion campaign is set to commence during May to develop and inform the group's larger customer base of its complete range of products and services. The promotion will include the group's first catalogue - a significant selling aid to the sales force, Mr Rutter added.

The interim dividend is set at 0.72p (0.5p).

**Carless to pay £6m for bottled gas supplier**

BY STEVEN BUTLER

Carless, Capel & Leonard, independent oil company, is expanding into the bottled gas business with the £6m acquisition of Signs announced yesterday.

The business, which is private, is concentrated in the south east of England, and Mr Ian Clubb, Carless managing director, said Carless aimed to create a national business and would be investing in new facilities for the bottling and distribution of propane and butane.

The acquisition is to be paid for with £5.5m cash and the balance satisfied by the issue of 468,983 Carless shares. Mr Clubb said Signs was not large enough to require disclosure of profit and sales information, although he described the business as highly profitable.

Carless currently has a marketing arm and marketing division as well as a speciality refining operation.

The UK bottled gas market is dominated by the Calor Group, which is proceeding with plans to divest off a separately-listed oil exploration and production company, Acre Oil, made up in part from the Calor subsidiary, Centary Power and Light.

Carless, however, has threatened legal action to block the deal should Calor not come to terms over Carless's 41.8 per cent minority stake in Centary.

Calor is likely to seek resolution of the negotiations in advance of a scheduled shareholders meeting on April 11.

### Bunzl shares fall as 33% profits advance disappoints City

BY CLAY HARRIS

## UK COMPANY NEWS

## STV starts its diversification

BY RAYMOND SHODDY

Scottish Television has made its first acquisition outside the television industry with the purchase of Pauline Hyde & Associates, the re-employment counselling service, in a deal that could be worth £1.5m.

The acquisition is part of a diversification strategy at STV, the independent contractor for central Scotland.

Sir Campbell Fraser, chairman, said yesterday: "It has never been our intention to run away from television but we have made it clear over a number of years that we feel one third of our profits should arise from activities other than television."

STV's business is "outplacement" — providing a specialist service to major companies on

"career transition programmes". This can mean trying to cope with the effects of redundancies and last year PHA won the contract to provide outplacement counselling in the wake of the closure of the Caterpillar plant in Scotland.

But PHA's work is just as likely to involve the casualties of personal chemistry and internal politics in organisations or as Mrs Pauline Hyde, PHA chief executive pointed out: "the new managing director syndrome".

Last year PHA, which is about to open an Australian office, charged companies 15 per cent of a director's salary plus a fee of £500. It says that 76 per cent of those counselled were able to

continue their careers in an average time of 17 weeks.

Since 1978 PHA has been built from a one person non-profit making company designed to help the 40 plus executive, to an organisation with an annual turnover of £2.5m and adjusted pre-tax profits of £400,000 in 1987.

STV will make an initial payment of £2.5m, made up of £350,000 cash and the balance in shares for all of the equity.

STV, which later this month is expected to announce 1987 profits of £10m, up from £8.07m, has also recently announced plans for expansion in film and television.

Mr Alan Montgomery, finance director of STV, said further acquisitions in related areas of executive recruitment, market research and public relations

were possibilities.

Mr John Sanderson, broadcasting analyst at stockbrokers County Securities, a company that has recently used outplacement counsellors to advise staff who lost their jobs because of the stock market crash, said yesterday: "If you accept their strategy (of diversification) then this looks a good buy."

STV, which later this month is expected to announce 1987 profits of £10m, up from £8.07m, has also recently announced plans for expansion in film and television.

Last month it set up a feature film making arm and has formed a California-based programme development company, MAC-III Productions.

## Pegasus soars to £863,000 in first half

Pegasus Group, which specialises in the supply of business microcomputer software and supplies, has seen pre-tax profits surge to £863,000 in the half year ended January 31 1988.

Following rationalisation, which led to the sale of all 15 British Business Centres and closure of Micro Systems (Distributors), turnover of this USM group in the period fell to £3.4m (£6.52m) but the operating profit increased to £249,000 (£238,000).

Pre-tax profit compared with £238,000 last time and with £254,000 in 1986.

Earnings per share grew from 2.1p to 10.5p and the interim dividend is up to 2.25p (0.75p).

## Technology Project rises 30%

BY CLARE PEARSON

Technology Project Services, engineering and technical staff contractors, lifted pre-tax profits by 20 per cent to £1.2m in the year to December on turnover increased to £9.48m (£7.85m).

Earnings per share advanced to 15.2p, a 34 per cent rise on 1986.

Mr Richard Avery, chairman, said the search for acquisition targets, particularly in the United Kingdom, would be a priority in the coming year.

Revenue growth last year came mostly from Continental clients, who contributed £4.4m to turnover, a 45 per cent increase.

But the UK's contribution was virtually static at £5.1m. This partly reflected lower demand for lower p/e ratios this year made a purchase more likely.

Technology Projects, which was floated on the Stock

Exchange in May 1986, has very low fixed costs, employing only 21 people. But it spent some £400,000 on new computer and telephone systems, and a move to larger premises in London last year.

The company claims it is the Western European market leader in supplying engineers with first degree qualifications and above on a contract basis. Acquisition targets might be companies specialising in supplying lower level engineers or personnel or catering for a specific sector, such as the nuclear industry.

Last year, it looked at a string of possible acquisitions and turned them all down but said lower p/e ratios this year made a purchase more likely.

The company was the subject of a management buy-out from British Steel in 1983.

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Two employees from the Financial Times will be running the London, Paris and New York marathons this year to raise money for The Sick Children's Trust.

This charitable trust provides desperately needed accommodation for parents of children undergoing long-term specialist treatment at Great Ormond Street and St Bartholomew's Hospitals. The accommodation is currently in very short supply and is urgently required to house parents to comfort their children while they are away from home.

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★ Investment in 13 MBOs during the year including four totalling over £500m under the Electra Candover Direct Investment Plan.

★ Joint venture network underway for buy-outs in West Germany, France, Holland and Italy.

The Annual Report and Accounts will be published on April 11 and will be available on request from the company secretary, Tel: 01-583 5090.

The Annual General Meeting will be held at 12 noon on May 11 at the Howard Hotel, London, WC2.

CANDOVER INVESTMENTS plc  
389 East Harding Street, London, EC4A 3ASAnglo Utd.  
swap plan  
with B&H  
approved

BY NICKIE TATE

The complex asset swap scheme between Anglo United, open-cast coal-mining and fuel distribution company, and troubled coal-mining and property company Burnett & Haltonshire, was approved at extraordinary meetings of B&H's shareholders yesterday.

Total cost of the deal could be another £2.6m higher however, because PWS plans to repay HA's outstanding debts.

Under the deal, Anglo will acquire Rushcliffe, B&H's solid fuel distribution subsidiary, and Seaham Harbour Dock.

B&H will take on Anglo's UK coal business, Coal Contractors. As part of the net consideration, Anglo will also end up with a 31 per cent interest in the reshaped B&H.

Yesterday's approval coincided with news of the £2.57m purchase by Anglo of the Balderton Group.

This is a privately-owned solid fuel distributor, based in Wrexham. In the year to end-October, it made pre-tax profits of £206,000 on sales of £12.4m, and had net assets of around £284,000.

The purchase price will be met by £1.88m cash plus new shares worth £1m. Of the new shares, 25 per cent will be issued at 45p, and the remainder — £750,000-worth — at the middle market price on the first day of trading following the raising of Anglo shares.

Shares in both Anglo and B&H have been suspended ahead of the sale and purchase of their respective subsidiaries.

PWS acquires aviation  
reinsurance broker

BY NICK BUNKER

PWS Holdings, the medium-sized Lloyd's insurance broking group, plans to make its second acquisition of this year by buying the HA Group, a London aviation reinsurance broker, for up to £1.95m.

It plans to pay an initial £1.5m for HA made up of cash and 100,000 new shares, plus an extra £450,000 if HA meets a target post-tax profit of £450,000 for the year ended March 31 1988.

In 1986-87, HA made pre-tax profits of £282,000 and earnings of £281,000, down from £1.03m and £293,000 respectively the previous year.

HA operates in London via a subsidiary, Harrington Austin. Aviation reinsurance makes up 86 per cent of its business; the remainder is mainly non-marine reinsurance.

## County Props. will give up listing if bid succeeds

BY PAUL CHEESERIGHT, PROPERTY CORRESPONDENT

County Properties, controlled by the Guthrie family, will give up its Stock Exchange listing if a bid for Broadland Properties, a private company also controlled by the Guthrie family, is successful.

The existing stake of Broadland in County is 47.6 per cent of the voting rights, but it needs 50 per cent to be approved.

The offer by Broadland, which owns Hever Castle in Kent, was pitched 44 per cent over the middle market price prevailing before Easter of County.

The County shares, in which there is only a small market, yesterday were marked up to 201p, close to the bid price, before closing at 185p for a gain of 55p.

## Telfos buys 5.1% stake in Baldwin

By Clare Pearson

Telfos Holdings, the metals and metal spraying company, has bought a 5.01 per cent stake in Baldwin, the Nottingham-based property, clay and concrete products and engineering concern.

Mr John Beaumont, Telfos' finance director, said it was highly unlikely the holding would lead to a full bid for Baldwin.

Telfos regularly makes investments of this size, he said.

Baldwin's market value was £8.7m at yesterday's closing price of 120p, unchanged on the day.

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## UK COMPANY NEWS

### Beds side boosts Silentnight to £8m

BY ANDREW HILL

PROFITS AT Silentnight Holdings, bedmaking and home furniture company, increased by 60 per cent to £2.45m before tax in the year to January 30, against £1.27m in 1986/87.

Mr Christopher Burnett, chief executive, said the growth came almost entirely from existing businesses, including the bed-making division, which claimed to have increased its UK market share to 30 per cent.

He attributed the improvement to a successful £2m advertising campaign for the group's Silentnight and Sealy beds. The company will spend £3m on advertising its beds this year.

Bed sales of £65.5m (£53.8m) accounted for more than 60 per

cent of group turnover, which rose to £106m (£81.5m). Earnings per share increased to 11.55p (7.31p).

Turnover in the upholstery division was £24.2m (£20.7m), cash-flow furniture sales went up to £7.8m (£5.2m) and international sales increased to £2.5m (£5.7m).

A small service subsidiary contributed the balance of £1.2m.

Silentnight said margins improved from 6.3 to 7.7 per cent as quality and service were enhanced and overheads cut. The group also benefited from the strength of the pound which reduced the real cost of raw materials bought in Belgium and Sweden.

Mr Burnett said further efficiency and service improvements were possible this year, and hoped to increase margins by refining and adding value to existing product designs.

The board is recommending a final dividend of 5.5p, making 5.25p (3p) for the year.

#### • comment

Silentnight will do well to match last year's impressive organic growth and analysts expect pre-tax profits of about £9.5m in 1988, putting the shares on a prospective p/e of around 11. However, the company should lay the groundwork for future growth, and aims to improve still further the public's recognition

of Silentnight products. An increased advertising budget has been set aside for bedding this year and that division's successful marketing team has been transferred to upholstery. Borrowings are low and the group is now eyeing upmakers in the US and Europe. It has also decided an ambition to expand into the office equipment market, where margins are as high as 40 per cent. The founding Clarke family still holds 52 per cent of the company and the market in remaining shares is very tight. Since the group's emergence from the shadow of the 1985/86 industrial dispute they have looked fairly valued and rose 3p yesterday to close at 14.5p.

### Profits rise for Elys

### Milford Docks losses sharply lower so far

BY CLAY HARRIS

Elys (Wimbledon), department store, revealed a 51 per cent expansion in taxable profits to £71.000 for the year to end-June 30.

The result was scored on turnover up from £9.05m to £10.44m. Tax took £249,000 (£147,000) and earnings per share rose to 88.7p (27.2p).

A final dividend of 11p is recommended, making 12p (10.5p) for the year.

### Berry Birch

Berry, Birch and Noble achieved a small rise in pre-tax profits from £209,155 to £255,155 in the year to January 31, 1988.

Turnover in the period under review rose 20 per cent from £4.08m to £4.93m. A final dividend of 3p is to be paid, making 4.5p (3.8p) for the year, on earnings per share of 18.4p (13.3p).

### Sintrom lower

Turnover of Sintrom increased from £16.08m to £17.58m, but a fall in interest receivable and other income contributed to a lower outcome at the pre-tax level of £1.01m for 1987 against £1.08m.

Earnings increased to 7.7p (6.0p) after tax of £312,000 (£433,000). Both the final and the total dividend for the year are unchanged at 1.45p and 2.2p respectively.

In the nine months to September 30, Milford lost £86,005 after an extraordinary credit of £249,184 arising from interest waived by Standard Chartered Bank as well as a write-back

losses on the Golden Lion Hotel in Dolgellau, Gwynedd. This compares with a total loss of £1.05m for the previous 12 months. There was no tax charge in either period. Nine-month turnover was £246,934, against £1.2m in 1986.

Milford, the oldest public company in Wales, is now only a small part of Seacor, formerly a privately owned group based in London's Docklands. Seacor's original businesses increased pre-tax profits by 4.6 per cent to £54.22k in the year to September.

The company did not report consolidated profit and loss figures for 1986/87. There is no dividend, although Seacor said it expected to recommend one for the current year.

### Triplevest asset down

Triplevest investment trust had a net asset of £15.4 per £1 capital share at end-February 1988 against £17.15 a year earlier and £20.05 at August 31, 1987.

A final dividend of 7.05p (6.41p) is recommended, for an improved 14.55p (12.75p) total to be paid from earnings per 50p income share of 14.55p (12.75p).

### House Leroose falls 39%

Difficult conditions prevailing in the UK garment market have again hit profits at House of Leroose, Birmingham-based women's wear group.

In the 12 months to end-December, taxable profits fell 38 per cent to £1.1m on turnover down

from £17.16m to £15.96m. Tax took £416,000 (£542,000), leaving earnings per share down to 12.1p against 22.5p last time.

A final dividend of 6.7p is proposed, making 9.7p (3.4p) for the year.

### APPOINTMENTS

### Guardian Royal Exchange chairman

GUARDIAN ROYAL EXCHANGE will elect Mr Charles Hamble as chairman, following the annual meeting at the end of May. He is deputy chairman, and has been a director of GRE since 1987. Mr Hamble, who is also chairman of Hamblors, will succeed Mr Tim Collins, who is retiring. Mr Julian Sheffield, chairman of Portals Holdings, will become deputy chairman of GRE.

\* RICHARDSONS WESTGARTH will appoint Mr Roger Panton as chairman following the annual meeting on April 26 - he has been a non-executive since 1972.

The present chairman, Mr David Burnet, is not seeking re-election because of other commitments. \*

Mr Harry S. Fields, managing director of Lamont Leisure, has joined the board of EDENBERRY GROUP.

\* Mr Roy Thomas, finance director of Fisons, has been appointed a non-executive member of the board of LONDON REGIONAL TRANSPORT.

\* NICKERSON INVESTMENTS has appointed Mr Alan J. Jones as managing director of Nickerson Fuels, and Nickerson Lubri-

cants, and as a director of Nickerson Transport. Mr Eddie S. Robson has retired from the oil and lubricants companies, but will remain on the board of Nickerson Investments.

\* INVESTORS IN INDUSTRY GROUP (31) has appointed Sir Max Williams as a non-executive director. He is joint senior partner of Clifford Chance. Mr J.D. Eccles has retired from the board.

\* Mr R.D. Peterson has been appointed a director, and Mr J.L. Jerman an assistant director of BROWN SHIPLEY INSURANCE BROKERS.

\* Mr John C. McLean has been appointed regional director - Asia, and regional country manager - Hong Kong, based in Hong Kong, for MIDLAND BANK from June 1. He currently has responsibility for the region based in London, and was previously global country manager in Singapore. He succeeds Mr Charles D.M. Bryant who has been appointed chief operating officer of the bank's group operations in Australia.

\* RAIN CLARKSON has appointed Mr Malcolm Brown as managing director of Schlumberger

director, Newcastle; Mr Glynn Edwards, as director, Cardiff; and Mr Graham Wright, as director, Bradford.

\* SCHRODER ASSESSY & CO. has appointed Mr R. Clive Smith as a director from April 5, in charge of the investment management division. He comes from the National Bank of Abu Dhabi, where he was general manager and head of the merchant banking division.

\* Mr John G. Durban has been appointed managing director of ACATOS & HUTCHISON. Mr L.S. Hutchison remains executive chairman. Mr D. Billing has been appointed a consultant director on retiring from executive duties.

\* Mr Rupert Roderick Faure has been appointed to the board of HANOVER PROPERTY TRUST. He is a director of Samuel Montagu & Co in the corporate finance department.

\* DOWTY & SMITHS INDUSTRIES CONTROLS has appointed Dr Graham K. Thornton as managing director following the retirement of Mr Noel Hemming. Dr Thornton joins from the transducer division of Schlumberger

\* Mr Richard Curry and Mr Kevin Farrow have joined the board of DE MORGAN RETAIL, of which Mr Adrian de Morgan becomes chairman and Mr Tom Hutton finance director and company secretary.

\* Lomro has appointed Mr Douglas Brown as chief executive of the group's general building contractor, FASSNIDGE, SON & NORRIS. He was chief executive of Walter Lawrence Construction.

\* Mr Richard Hargreaves and Mr M.R.C. Hounsfeld and Mr R.T. Race have been appointed to the board of CHARLTON SEAL, stockbroking division of Benchmark Group.

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\* Mr Peter Larcher has been appointed to the new post of contracts manager of EMSON CONSTRUCTION, Saffron Walden. He was construction director of Nico Construction.

\* Mr Mike Morley has been appointed sales director of HART INDUSTRIAL DOORS, Newcastle upon Tyne.

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## COMMODITIES AND AGRICULTURE

### Australian coal deals restart row

By CHRIS SHERWELL IN SYDNEY

AUSTRALIA'S COAL industry has again become the focus of a ragging domestic controversy because of export deals concluded with Japan, last week.

The row centres on contracts to supply hard coking-coal to Japanese steel-mills, and in particular, on the disappointing price achieved.

The deals which set the trend prompted Mr John Kerin, Minister for Primary Industries and Energy, to step in last Thursday and announce he was deferring approval.

The deals provoked complaints from other coal-exporting companies, forced to follow suit; worries about prospective deals with other buying countries; and concern over separate negotiations to sell steaming-coal to Japanese power-sellers.

Further, they seem likely to affect talks with Australian coal unions to improve of underground efficiency in New South Wales. The mines remain uncompetitive in relation to export counterparts in Queensland.

The whole affair is important because:

- Coal is Australia's most important export after wool, earning about A\$5bn a year.

- Australia sells to Japan 55 per cent of its coking-coal exports and 35 per cent of its steaming-coal exports.

Yesterday Mr Bob Hawke, Prime Minister, joined in the criticism. He told reporters complaints directly from Japanese coal importers had not dealt fairly with Australia's coal industry.

The latest row was triggered by four confirming companies, on the south coast of New South Wales, deciding to accept a price just US\$2.90 above last year's rul-

ing price of US\$44.

Because of currency movements Japanese steel-mills are perceived to have secured a remarkable deal while the Australian companies will receive even less than last year's low prices.

The movements were the year's strong rise, US dollar's weakening and Australian dollar's strengthening.

However, complaints are not aimed at currency movements' impact or at narrowing the margin between mining costs and costs, especially labour costs.

Rather, they focus on whether a better price could have been achieved in current market conditions.

The four companies include Kembla Coal & Coke, owned by CRA, the mining giant, and BP Coal. They say:

• A recent Canadian deal with Japan for comparable product allowed for US\$2.90 rise and could not be ignored.

They received, like the Canadians, a low price which made the average price higher than the US\$2.90 suggests — a tonnage increase from Japan, relaxation in moisture-content specifications and, in one case, upward reclassification of lower-grade coal.

The companies' competitors challenge much of this. Yesterday DMM Holdings said the terms agreed were less favourable than could have been achieved two weeks ago. It professed surprise the four companies could settle at a price as it was last week.

Mr Kerin must now decide whether to refuse approval altogether and send the coal companies back to Tokyo to simply accept the higher price, or let most of the companies have now settled and approve the terms.

Mr Kerin must now decide whether to refuse approval altogether and send the coal companies back to Tokyo to simply accept the higher price, or let most of the companies have now settled and approve the terms.

That said, the Japanese are also aware of the consequences of extracting impossible terms from reliable, long-term suppliers.

In nothing else, therefore, this year's talks are a sombre reminder of what Australia must still do to remain that.

The mills deal with several producing countries as well as many Australian companies, all of which are vulnerable to being played off against each other.

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# CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

### Dollar firmer but nervous

**THE EXPECTED** rush by Japanese institutions to sell dollars at the start of their financial new year, has so far failed to materialise in currency markets. Consequently the dollar improved yesterday, as traders holding short positions became more and more nervous, and eventually moved to cover themselves.

"The Japanese are much too shrewd to offload dollars when everyone expects them to", one dealer volunteered. He added that there was unlikely to be much movement out of dollars until after the release of US trade figures on April 14.

The dollar's improvement was therefore seen as the product of short term speculative activity, rather than a change in sentiment; and its strength was viewed by some as being temporary. US unemployment figures released last Friday, gave some fears that inflation in the US could start to rise, and the estimate of higher US interest rates was more likely to be outweighed by the depressing effect on trade and the domestic economy.

The dollar closed at DM1.6560 up from DM1.6560 and Y125.10 compared with Y124.10. Elsewhere it rose to SF1.3760 from SF1.3685 and FF1.6600 from FF1.6125. On Bank of England figures, the dollar's exchange rate index rose to 83 from 78.2 at the opening and 81.1 on Thursday.

**D-MARK** trading range against the dollar in 1987/88 is 1.3300 to 1.5440. February average 1.4366. Exchange rate index 244.5 against 217.9 six months ago.

Uncertainty about the dollar and high Euro-sterling interest rates, left the pound sounding most demand in Frankfurt. The D-mark's relatively low rate of return encouraged speculative money to seek a new home.

**EMS EUROPEAN CURRENCY UNIT RATES**

	Ecu	Central rate	Current market rate	% change	% change	Discrepancy
Belgian Franc	42.4952	43.4952	+2.35	+1.01	+1.5944	
Dutch Guilder	7.05052	7.05052	+1.25	-0.07	+1.3046	
French Franc	6.90025	7.04525	+2.00	-0.65	+1.3567	

Estimated volume total, Calls 2254 Puts 207 Previous day's open int. Calls 3337 Puts 2056

Change in Ecu. Discrepancy denotes a weak currency Adjustment calculated by Financial Times

**STERLING INDEX**

	Apr. 5	Latest	Previous Close
1.800	1.80005	1.80005	1.822-1.829
1.800	1.80005	1.80005	1.822-1.829
12 months	1.80005	1.80005	1.810-1.820

Forward premiums and discounts apply to the US dollar

Estimated volume total, Calls 2254 Puts 207 Previous day's open int. Calls 3337 Puts 2056

Change in Ecu. Discrepancy denotes a weak currency Adjustment calculated by Financial Times

**POUNDSPOT- FORWARD AGAINST THE POUND**

	Apr. 5	Days' spread	Close	One month	% change	Three months	% change
US Dollar	1.8765	1.8765	1.8765	0.26-0.275m	+2.5	0.71-0.84m	1.4%
Canadian Dollar	1.27125	1.27125	1.27125	0.11-0.125m	+2.5	0.69-0.82m	0.27
Australian Dollar	1.25625	1.25625	1.25625	0.11-0.125m	+2.5	0.64-0.77m	0.27
Swiss Franc	6.90025	7.04525	+2.00	+0.65	+1.3567		
Dutch Guilder	1.1945	1.1945	1.1945	0.04-0.05m	+0.47	0.57-0.61m	0.27
French Franc	6.90025	7.04525	+2.00	+0.65	+1.3567		
Italian Lira	1.4625	1.4625	1.4625	0.01-0.02m	+0.21	0.75-0.85m	0.27

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Change in Ecu. Discrepancy denotes a weak currency Adjustment calculated by Financial Times

**DOLLAR SPOT- FORWARD AGAINST THE DOLLAR**

	Apr. 5	Bank	Special	European	Other	Highs	Lows
U.S. Dollar	1.8765	NIA	1.8765	1.8765	1.8765	1.8765	1.8765
Canadian	1.27125	1.27125	1.27125	1.27125	1.27125	1.27125	1.27125
Australian	1.25625	1.25625	1.25625	1.25625	1.25625	1.25625	1.25625
Swiss Franc	6.90025	7.04525	+2.00	+0.65	+1.3567		
Dutch Guilder	1.1945	1.1945	1.1945	1.1945	1.1945	1.1945	1.1945
French Franc	6.90025	7.04525	+2.00	+0.65	+1.3567		
Italian Lira	1.4625	1.4625	1.4625	1.4625	1.4625	1.4625	1.4625

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**CURRENCY RATES**

	Apr. 5	Bank	Special	European	Other	Highs	Lows
U.S. Dollar	1.8765	NIA	1.8765	1.8765	1.8765	1.8765	1.8765
Canadian	1.27125	1.27125	1.27125	1.27125	1.27125	1.27125	1.27125
Australian	1.25625	1.25625	1.25625	1.25625	1.25625	1.25625	1.25625
Swiss Franc	6.90025	7.04525	+2.00	+0.65	+1.3567		
Dutch Guilder	1.1945	1.1945	1.1945	1.1945	1.1945	1.1945	1.1945
French Franc	6.90025	7.04525	+2.00	+0.65	+1.3567		
Italian Lira	1.4625	1.4625	1.4625	1.4625	1.4625	1.4625	1.4625

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**EURO-CURRENCY INTEREST RATES**

	Apr. 5	Short	1 week	7 Days	One Month	Three Months	Six Months	One Year
Switzerland	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
U.S. Dollar	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Canadian	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Australian	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Swiss Franc	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Dutch Guilder	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
French Franc	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Italian Lira	5.25	5.25	5.25	5.25	5.25	5.25	5.25	5.25

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**OTHER CURRENCIES**

	Apr. 5	Bank	Special	European	Other	Highs	Lows
Australia	5.25	5.25	5.25	5.25	5.25	5.25	5.25
New Zealand	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Malta	5.25	5.25	5.25	5.25	5.25	5.25	5.25
U.S. Dollar	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Canadian	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Australian	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Swiss Franc	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Dutch Guilder	5.25	5.25	5.25	5.25	5.25	5.25	5.25
French Franc	5.25	5.25	5.25	5.25	5.25	5.25	5.25
Italian Lira	5.25	5.25	5.25	5.25	5.25	5.25	5.25

Estimated volume total

## EUROPEAN OPTIONS EXCHANGE

Series	May 88		Aug. 88		Nov. 88		Stock
	Vol.	Last	Vol.	Last	Vol.	Last	
GOLD C	5,440	60	22,50 A	57	22	55	5,433.50
GOLD C	4,660	12	10 A	4 A	12	12 A	5,433.50
GOLD P	5,480	-	-	-	4,50	-	5,433.50
GOLD P	5,400	-	-	-	4,50	-	5,433.50
GOLD P	5,420	25	1,70 B	4,50	-	-	5,433.50
GOLD P	5,440	75	3,00 B	15	-	-	5,433.50
GOLD P	5,460	6	-	-	200	27.50	5,433.50
Avg. 88							
May 88							
Jus. 88							

AUTHORISED  
UNIT TRUSTS

Ex. Price + or -

Yield

Price

+ or -

Last

Price

+ or -

## **UNIT TRUST INFORMATION SERVICE**

Continued on next page

# UNIT TRUST INFORMATION SERVICE

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## **NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES**

C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
C's		D's		E's		F's		G's		H's		I's		J's		K's		L's		M's		N's		O's		P's		Q's		R's		S's		T's		U's		V's		W's		X's		Y's		Z's	
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مکرانیہ



## AMERICA

## Rebounding Dow closes just below 2,000 mark

## Wall Street

THE EQUITY market made a couple of determined runs at 2,000 on the Dow Jones Industrial Average yesterday but failed to breach this level in both a morning and late afternoon rally, writes Janet Bush in New York.

Nervousness continued to run high in the US Treasury bond market which is grappling with the unpredictable combination of robust economic growth and concern that the US Federal Reserve has started leaning towards tighter monetary policy.

The Dow managed an increase of around 20 points yesterday morning, rising just above 2,000, but demand dried up at that level. The index then fell back into negative territory before rebounding to close 16.51 points higher at 1,987.51. Volume was subdued with around 136m shares changing hands.

In the bond market, prices started the session mixed, slipped back to stand up to 4% point lower in longer-dated maturities before recovering to end mixed. In late trading, the Treasury's 8.375 per cent was quoted +1 point higher to yield 8.855 per cent.

The current mood of US financial markets is one of reaction to the vulnerability in the dollar and fears of higher interest rates. The extreme weakness in the bond market, which can sometimes benefit the equity market, has instead dampened the mood there as well.

The bond market's weakness

has deepened this week. Prices fell as much as 1% points at one point on Monday as the market reacted to last Friday's strong employment figures. Another key negative factor is what traders see as evidence that the Fed decided to tighten monetary policy at last week's meeting of the Federal Open Market Committee.

The Fed's failure to add reserves to the market on Monday when Fed Funds were trading at 6% per cent was a bearish sign for bonds. Ms Maria Florin Ramirez of Drexel Burnham Lambert notes that there is a suspicion that the FOMC meeting produced a "directive" that is asymmetrical with a bias towards a slight degree of reserve restraint." The Fed's decision not to operate in the market yesterday was seen as confirming this.

With no economic releases due out this week, the question of how much the Fed may be tightening is likely to dominate daily movements in the bond market and exert influence on equities. The dollar's behaviour will also be a key factor.

The mood on interest rates was not helped yesterday by statements from Fed hard-line Governor Wayne Angell who told a meeting at the New York Futures Exchange that the current rate of US inflation was entirely unsatisfactory and that it was absolutely essential that consumer price inflation fall to the 1 per cent range by 1990.

As well as the dollar, interest rates and bond market weakness, the equity market is highly nervous about the implications of trade legislation being discussed in Congress.

Activity yesterday again centred on takeover stocks. F W Woolworth extended Monday's substantial gains, rising another \$24 to \$56.74. The rise in the share price is on expectations that the Dart Group could launch a bid for the company.

Koppers fell \$1 to \$55.64. The company said yesterday it was a preliminary injunction to halt Beazer's hostile takeover bid. The decision means that Beazer can't complete its \$1.65bn offer until further notice.

Kansas City Southern Industries slumped \$34 to \$46.44. The company said it would buy back the 11.3 per cent stake held by developer Mr Howard Kaskel for \$20 a share.

Damon Corp, the manufacturer of medical instruments, jumped \$3 to \$72 after a group including American Magnetics and Ballantine Partners said it held a 9.7 per cent stake in the company and may seek control. American Magnetics rose \$1 to \$35.

## Canada

RISING industrial issues which offset pressure on gold stocks pushed Toronto stocks higher in mixed trading.

The composite index rose 15.40 to 3328.40 as declines outpaced advances by 417 to 377 on light volume of 21.5m shares.

## ASIA

## Nikkei suffers slight drop in sharply lower turnover

## Tokyo

AN ABSENCE of institutional interest and market-moving factors undermined large-capital, high-technology and other leading equities in Tokyo yesterday and the Nikkei average finished slightly weaker, writes Shigeo Nishiuchi of *Japan Press*.

The index lost 19.34 to 26,315.35 after moving between 26,266.42 and 26,427.66. Turnover decreased sharply from the previous day's 1.1bn shares to 684m shares. Declines outnumbered advances by 541 to 349, with 157 issues unchanged.

Large-capitals eased as some corporations took profits after recent steady rises on buying by businesses and individuals. Institutions remained inactive.

The 10 most active stocks accounted for only 27.4 per cent of total turnover, down sharply from Monday's 45.6 per cent.

Big-capital stocks and ship-buildings were almost across the board.

Nippon Steel, the most active stock with 50m shares traded compared with the previous day's 157m, shed Y3 to Y4.13. Kobe Steel weakened Y8 to Y31 and Ishikawajima-Harima Heavy Industries Y18 to Y62.

Power and gas utilities were dull, with Tokyo Electric Power falling Y90 to Y5,980 and Tokyo Gas Y20 to Y1,170.

The financial sector performed badly because of small-lot selling. High-tech issues lost strength in late trading after opening firmer following their overnight gains on Wall Street. Sony closed up Y100 to Y5,230 and Matsushita

Electrical Y20 to Y2,670, but NEC moved down Y10 to Y2,070. Mitsubishi Electric lost Y5 to Y740 and Fujitsu was off Y10 at Y1,470.

## Singapore

LIGHT buying interest and sporadic bargain-hunting helped push share prices higher, after recent declines, in quiet and featureless trading.

Institutions stayed away, with small investors providing a demand for Singapore-based blue chips and quality stocks. The Straits Times Industrial index added 9.15 to 926.83 on turnover of 11.7m shares, against 10.5m on Monday.

Price changes were small as activity centred mainly on Malaysian speculative stocks and cheaper-priced issues. UIC led the actives and rose 1 cent to S\$1.84 on a turnover of about 860,000 shares.

Hong Kong remained closed. It reopened today.

## FT - ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	TUESDAY APRIL 5 1988				MONDAY APRIL 4 1988				DOLLAR INDEX			
	US Dollar Index	Day's Change %	Pound Sterling Index	Local Currency Index	Gross Div Yield	US Dollar Index	Pound Sterling Index	Local Currency Index	1988 High	1988 Low	Year ago	(annualised)
Australia (59)	116.03	+0.1	91.50	103.99	4.07	115.91	91.07	103.94	119.90	91.14	122.20	
Austria (12)	92.47	-0.7	72.92	80.04	2.42	91.85	72.17	78.98	96.18	84.25	93.62	
Belgium (65)	132.18	-2.0	104.24	114.93	4.29	134.89	105.98	115.12	139.99	99.14	117.22	
Canada (126)	122.37	+0.3	96.55	107.79	3.05	121.97	95.93	109.24	123.42	107.06	136.07	
Denmark (39)	120.03	-0.6	94.66	104.40	2.73	120.72	94.95	104.19	121.94	111.42	113.62	
Finland (24)	121.47	-0.3	103.52	108.79	1.95	121.09	99.15	108.32	122.42	117.47	108.78	
France (26)	82.56	-0.9	44.71	52.86	2.79	82.55	45.83	52.78	82.55	42.78	88.1	
West Germany (59)	77.76	-0.9	61.32	67.47	2.72	78.49	61.67	67.45	80.79	67.78	85.33	
Hong Kong (46)	99.36	-0.1	78.31	99.45	4.36	99.35	78.90	99.48	101.02	84.90	105.87	
Ireland (18)	119.61	-2.6	94.32	105.27	4.22	122.79	96.48	107.30	122.63	104.60	123.37	
Italy (102)	77.85	-0.1	61.43	71.96	2.69	79.08	62.13	71.45	81.74	62.99	103.28	
Japan (124)	119.25	-1.5	104.54	114.29	3.05	120.03	104.16	114.25	121.50	104.05	136.69	
Mexico (56)	118.60	-0.3	93.53	117.50	3.21	118.77	92.50	116.88	121.63	107.83	121.05	
Mexico (14)	139.78	-3.3	110.23	137.68	3.46	144.61	113.62	136.17	146.90	90.07	147.20	
Netherlands (38)	107.25	+0.1	84.58	91.71	4.97	107.15	84.19	90.77	109.73	95.23	118.24	
New Zealand (22)	76.33	+0.1	60.19	61.95	5.55	76.24	59.90	61.67	79.15	64.42	94.66	
Norway (25)	123.42	-1.4	97.54	104.85	2.97	125.16	96.34	105.67	125.16	98.55	120.80	
Sweden (28)	104.50	-0.5	85.64	101.92	3.07	104.52	84.94	97.94	104.52	84.74	120.00	
South Africa (64)	123.12	+3.0	104.20	125.72	3.08	126.32	100.62	83.72	128.07	118.16	128.70	
Spain (42)	151.04	-1.8	119.11	127.58	3.34	153.95	120.88	128.49	153.85	130.73	188.51	
Sweden (36)	118.10	-0.4	93.13	103.06	2.73	118.62	93.20	102.77	120.54	96.92	116.47	
Switzerland (56)	81.07	-0.1	63.94	69.16	2.48	81.18	63.78	68.55	86.75	76.22	99.07	
United Kingdom (CSO)	135.25	-0.7	108.66	106.65	4.42	135.24	107.04	107.04	140.79	123.09	130.10	
USA (594)	105.36	-0.8	83.09	105.36	3.59	104.47	82.08	104.47	110.51	99.19	121.88	
Europe (1013)	107.25	-0.8	84.58	98.44	3.88	108.16	84.98	89.55	110.53	97.01	115.00	
Pacific Basin (67)	165.41	-0.9	130.45	152.05	0.70	166.96	131.18	132.50	167.78	130.61	135.19	
Euro-Pacific (1687)	142.14	-0.9	112.45	115.12	1.67	143.45	112.71	115.44	143.85	120.36	127.14	
North America (100)	104.97	-0.9	104.80	108.44	3.56	105.41	83.85	84.51	105.41	81.37	99.78	
Europe Ex. UK (652)	89.57	-0.9	70.87	78.61	3.59	90.13	71.85	72.60	92.45	80.27	102.67	
Pacific Ex. Japan (219)	105.95	+0.1	83.55	94.02	4.16	105.83	82.17	97.93	108.75	87.07	115.89	
World Ex. US (1889)	141.38	-0.8	111.49	114.73	1.74	142.56	112.01	115.02	142.97	120.26	128.56	
World Ex. UK (2143)	126.72	-0.3	99.94	112.02	2.11	127.05	99.83	111.87	127.96	111.77	125.26</	